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Operational activities of the United Nations for international development cooperation

Results achieved and measures and processes implemented in follow-up to General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system

Report of the Secretary-General

Summary

The present report reviews progress in the implementation of General Assembly resolution 62/208 on the 2007 triennial comprehensive policy review of operational activities for development of the United Nations system. It is based on the report of the Secretary-General on the management process for the implementation of General Assembly resolution 62/208 (E/2008/49), which was submitted to the Economic and Social Council at its substantive session of 2008 and which represents the action plan of the United Nations development system to implement the resolution.

The report was prepared in consultation with the organizations of the United Nations system and inter-agency mechanisms. Progress on actions taken and targets set by the United Nations system to implement the resolution are summarized in the annex.

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I. Introduction

1. The General Assembly, in its resolution 62/208 on the 2007 triennial comprehensive policy review of operational activities for development of the United Nations system requested the Secretary-General to submit to the Economic and Social Council, at its substantive sessions in 2009 and 2010, detailed reports on results achieved and measures and processes implemented in follow-up to the resolution in order to evaluate the implementation of the resolution. Subsequently, the Economic and Social Council, in its resolution 2009/1, requested the Secretary-General to continue such reporting in 2011 and 2012 in response to General Assembly resolution 63/232, in which the Assembly decided on a quadrennial cycle for the comprehensive policy review. The present report responds to the mandate and guidance provided by all relevant resolutions.[1]

2. In 2008, a report was submitted to the Economic and Social Council on the management process for the implementation of General Assembly resolution 62/208 (E/2008/49). Its matrix on actions, targets and benchmarks serves as the main reference for tracking progress. Two progress reports on results achieved and measures implemented were submitted to the Council in 2009 (E/2009/68) and 2010 (E/2010/70). The latter serves as baseline for the present progress report, which tracks progress made between March 2010 and March 2011.

II. Overall role and functioning of United Nations development cooperation and overview of progress in the implementation of resolution 62/208

3. In its resolution 62/208, the General Assembly recognized that the internationally agreed development goals, including the Millennium Development Goals, offer a framework for planning and assessing the activities of the United Nations development system. In its resolution 64/289 on system-wide coherence, the General Assembly provided further guidance for strengthening the role of the United Nations development system in this regard.

4. At the system-wide level, the three pillars of the Chief Executives Board for Coordination continued to mobilize system-wide capacities to respond to national needs and accelerate progress towards the achievement of the millennium development goals/internationally agreed development goals in accordance with the triennial comprehensive policy review guidance and subsequent updates. The United Nations Development Group and the High-level Committee on Management continued to work collaboratively to promote harmonization and simplification of business practices to reduce transaction costs and increase the system's overall aid effectiveness.

5. At the country-level, the resident coordinator system continued to strengthen its role as the main mechanism to coordinate the operational activities of the United Nations development system.

[1] Economic and Social Council resolutions 2009/1 and 2010/22 and General Assembly resolutions 63/232 and 64/289.

6. These efforts, together with the lessons learned from the "Delivering as One" pilot experience are helping to develop innovative measures to improve support by the United Nations system to national priorities. The findings of the upcoming independent review of the Delivering as One initiative will further advance the implementation of the triennial comprehensive policy review and provide guidance for the preparation of the next review.

III. Funding for the operational activities for development of the United Nations system

7. In 2009, contributions received by the United Nations development system amounted to $21.9 billion, which is equal to the amount received in 2008 in real terms. About 65 per cent was directed to longer-term development-related activities against 35 per cent to humanitarian assistance. Contributions for development-related activities increased by 6.8 per cent, while humanitarian assistance funding declined by 7.4 per cent.

8. Despite these trends, 65 per cent of total core resources for development-related activities in 2009 still depended on 10 Organization for Economic Cooperation and Development/Development Assistance Committee countries. This heavy reliance on a few donors, combined with the high share of non-core resources — 73 per cent of United Nations operational activities funding in 2009 — contribute to the unpredictability of overall funding. Most United Nations organizations have developed integrated multi-year funding frameworks to increase predictability and sustainability of funding but, so far, no significant advances have been made (see A/66/79-E/2011/107).

9. In 2009, some 88 per cent of non-core funding for development-related activities was single-donor and programme — or project-specific. This leads to the fragmentation of resource flows and has a negative impact on overall programme coherence, efficiency and transaction costs. New mechanisms of pooled resources, such as multi-donor trust funds and thematic funds, have only recently begun to play a role in the overall funding of operational activities for development of the United Nations system (ibid.).

IV. Contribution of United Nations operational activities to national capacity development and development effectiveness

A. Capacity development

10. Since October 2006, the United Nations Development Group has recognized capacity development as one of five key principles for United Nations country programming. The United Nations Development Group as a system and individual members have continued to develop guidelines, and tools to promote a system-wide approach in support of capacity development efforts in programme countries and to provide United Nations country teams with practical tools to integrate capacity development in their activities, such as the United Nations Development Group capacity assessment methodology and toolkit and the reference guide for better aid for development effectiveness. Capacity development is also referenced in the new

United Nations Development Assistance Framework guidelines and is a component of all training events under the Framework.

11. An increasing number of United Nations country teams are reflecting capacity development results in their planning, programming, monitoring and evaluation. In 2009, 69 country teams reported pursuing a coordinated capacity development approach and supporting integration of capacity development into common programme documents and action plans. At least 10 country teams integrated capacity development into the United Nations Development Assistance Framework in 2010. These approaches, however, need to be implemented more broadly. Indicators to assess sustainability of capacity development activities also need to be developed.

12. In 2009, over 20 country teams focused their capacity development support on improving national statistical, monitoring and evaluation capacities, including for measuring progress towards the Millennium Development Goals. Some 80 country teams reported supporting capacity development of national and local stakeholders, including civil society actors, in aid modalities, management, coordination and impact evaluation. Sixty-two country teams reported strengthening national capacities for the design, set-up and effective use of aid information management systems, and 55 participated in 154 sector-wide approaches.

13. Support to South-South and triangular cooperation is also becoming an important vehicle for national capacity development. The International Fund for Agricultural Development recently signed six South-South cooperation arrangements in the Southern Common Market (MERCOSUR) region to facilitate transfer of agricultural know-how and technology to Africa. The United Nations Development Programme (UNDP) established strategic partnership frameworks with Brazil, China, and Turkey to bring the experiences, knowledge and resources of those countries in support of programme countries. The Food and Agriculture Organization of the United Nations (FAO) signed 45 tripartite agreements on South-South cooperation and fielded over 1,500 experts and technicians. At the system-wide level, supporting South-South and triangular cooperation for capacity development is one of the strategic priorities of the United Nations Development Group for 2010-2011.

14. National execution modalities and the use of national systems are increasingly recognized as critical to strengthening national capacities to manage the development process. They are not, however, systematically applied, tracked and reported on system-wide.

15. The diversity of national capacity needs and the broad spectrum of activities required to address them place considerable demands on United Nations country teams. To date, only a few country teams have put in place comprehensive capacity development strategies that take into account the host country's development status, the donor community's structure, and the specific role and skills required from the country teams.

16. Considerable efforts have been made at the system-wide level to address United Nations country team capacity gaps with regard to support to the development of national capacity. The United Nations Development Group has established capacity development networks open to all United Nations agencies and external experts (e.g., MDGNet, URITALK, devLink) and facilitated inter-agency

peer learning, exchange of knowledge and resources for staff and national stakeholders, communities of practice, and sharing of evaluation databases. Further progress will require innovative ways to transfer United Nations knowledge and expertise to the country level, through, for example, more effective involvement of regional United Nations Development Group teams, rapid deployment of specialized staff and inter-agency mobility.

B. South-South cooperation and development of national capacities

17. In 2010/11, the United Nations system continued to strengthen its support to South-South and triangular cooperation in response to the request of the High-Level United Nations Conference on South-South Cooperation, that the system reinvigorate its role in this area (see General Assembly resolution 64/222).

18. The 2010 United Nations Development Assistance Framework guidelines provide entry points for South-South cooperation. The reference guide for United Nations country teams on better aid for development effectiveness also includes guidance to promote South-South and triangular cooperation. The regional United Nations Development Group teams and the regional coordination mechanisms, facilitate access by the United Nations country teams to regional and global expertise and resources on South-South and triangular cooperation as part of their support to the quality and coherence of programming and operations and the implementation of the management and accountability system. Many country teams are also supporting national Governments in promoting South-South cooperation as a pillar for capacity development, by, for example, facilitating exchange of information, technical expertise and lessons learned between countries and between Governments and civil society organizations.

19. At the system-wide level, the UNDP Special Unit on South-South Cooperation in collaboration with the United Nations Development Group/United Nations Development Operations Coordination Office is developing new operational guidelines for the implementation of the Nairobi outcome document, adopted at the High-Level United Nations Conference on South-South Cooperation. Efforts are also under way to draft a collaborative framework on South-South cooperation for climate change, food security and HIV/AIDS.

20. The Unit continues to make progress in transforming the Web of Information for Development (WIDE) into a global knowledge network on South-South cooperation. The success of WIDE will depend on its ability to attract and engage all relevant development stakeholders.

21. Some United Nations organizations are strengthening their support to South-South cooperation. The United Nations Industrial Development Organization (UNIDO) established Centres for Industrial Cooperation and opened a Centre for Renewable Energy and Energy Efficiency in Cape Verde with a focus on South-South cooperation and technology transfer. UNICEF issued new South-South cooperation guidance to its staff, and ensured more systematic reporting and sharing of lessons learned and good practices. A few agencies, such as the International Labour Organization (ILO), are integrating the outcome of the Nairobi Conference into their overall strategies for South-South cooperation. More systematic efforts, however, are required to translate the Nairobi outcome document into a system-wide approach to South-South cooperation.

C. Gender equality and women's empowerment

22. Efforts continued to strengthen the performance and accountability of United Nations country teams in mainstreaming gender equality and the empowerment of women in operational activities. The United Nations Development Assistance Framework guidelines now identify gender equality as one of the key programming principles; a set of performance indicators (scorecard) on gender equality and the empowerment of women, have been rolled out to all countries; a resource guide for gender theme groups will be fully updated by the end of 2011; and an inter-agency e-training module on gender equality has also been developed to create a common understanding of gender equality, women's rights and gender mainstreaming among all United Nations agencies. An initiative was launched in three countries to identify elements that contribute to more effective and holistic programming on gender equality. The Inter-Agency Network on Women and Gender Equality and its task forces continue to be an effective venue for most United Nations system organizations to share good practices, tools, methodologies and evaluations with United Nations country teams.

23. Since 2004, annual reports of resident coordinators have shown overall positive trends in country team support to gender issues. Joint initiatives have increased considerably, particularly initiatives on ending violence against women, which more than doubled; on reproductive health and maternal mortality; and on political participation. The number of theme groups on gender equality and of country team workplans reflecting gender equality and the empowerment of women as key elements has also steadily increased. In 2009, 99 gender theme groups were reported, compared to 37 in 2004. The number of United Nations Development Assistance Frameworks containing references to gender equality and/or women's empowerment in at least one outcome statement increased from 41 in 2004 to 53 in 2009, and at least a third focused on strengthening national accountability to better monitor gender equality outcomes.

24. Despite progress in tracking gender equality initiatives, weak accountability for gender equality continues to be a key challenge. Information on the impact of these initiatives, especially the impact of joint programming, on gender mainstreaming continues to be limited. Meta-evaluations of gender equality work within different United Nations agencies, as well as by United Nations country teams need to be strengthened. More adequate information on United Nations system investments on gender equality throughout its entire programming framework, also needs to be provided. Only a few agencies (e.g. the United Nations Children's Fund (UNICEF), UNDP and the Office for the Coordination of Humanitarian Affairs) have introduced a system of gender markers in their budget systems to identify resources expected to lead to gender equality results. According to available information, dedicated resources for gender equality in gender specific interventions amount to only 3 to 4 per cent of total United Nations Development Assistance Framework resources.

25. The creation of UN-Women in July 2010, in response to General Assembly resolution 64/289 on system-wide coherence, is expected to herald a new era of leadership and accountability for United Nations support for gender equality and empowerment of women. In particular, UN-Women is expected to deliver technical support to the United Nations Development Assistance Framework process to

strengthen accountability, standards, availability of gender expertise and leadership at the country level.

26. UN-Women will submit a detailed report to the Economic and Social Council at its substantive session of 2011 on efforts and progress made in this regard by United Nations entities, including gaps and challenges in mainstreaming a gender perspective in their policies and programmes and in capacity development (see Council resolution 2010/29, para. 5). The report will also include a section on how UN-Women plans to carry out its work.

D. Transition from relief to development

27. Post-conflict and post-disaster needs assessments continued to be strengthened as tools to devise common strategies for recovery and development. Between 2009 and 2010, the United Nations, the European Union and the World Bank conducted 11 joint post-disaster needs assessments and 80 senior and middle-level staff from the United Nations, the World Bank, the African Development Bank and the European Union were trained in the use of post-conflict needs assessments. Procedural guidance on post-disaster needs assessments is being developed along with sector-specific guidance. Initial steps have also been taken to establish a roster of United Nations experts to support post-conflict needs assessments.

28. A headquarters mechanism was established to provide immediate support and guidance to United Nations leadership teams on the different roles of United Nations presences in crisis and post-crisis situations. About 100 staff members from throughout the system were trained on integrated mission planning processes and strategic frameworks. The new United Nations Development Assistance Framework guidelines also provide instructions on developing conflict-sensitive Frameworks to facilitate their use as integrated strategic frameworks for the broader United Nations presence during the transition phase.

29. Support was provided to several countries in utilizing existing funding modalities and mechanisms, including the United Nations Peacebuilding Fund, which currently supports 28 projects in 18 countries, for a total of $59.2 million. The standard support package to address capacity gaps of resident coordinator offices in crisis and post-crisis situations was also expanded to 28 countries.

30. Ensuring adequate and sustained funding for transition activities, however, remains a challenge. Further progress will require an efficient use of pooled funding mechanisms and greater country-level authority and flexibility to manage funds according to immediate priorities in the aftermath of a conflict. In this regard, the United Nations Development Group developed several guidance notes on multi-donor trust funds, as well as a comprehensive training package on joint funding mechanisms for United Nations Development Assistance Framework roll-out countries. Modalities to address capacity gaps continue to be slow, bureaucratic and inflexible. This problem has been addressed by an independent review of current civilian capacities in the aftermath of a conflict, which examined current practices and provided recommendations on the way forward.

31. Partnership with the World Bank continued to build on the 2008 Partnership Framework for Crisis and Post-Crisis Situations through collaborative policy development at Headquarters (e.g. joint approaches to post-conflict needs

assessments and recovery planning, and World Bank participation in the Peacebuilding Commission) and increased strategic coordination in the field. In 2010, a multi-donor trust fund was established to further improve cooperation in crisis and post-crisis situations.

32. The evolving architecture for peacebuilding and humanitarian interventions, as well as lessons learned from the Delivery as One experience, will offer new opportunities to strengthen partnerships with the World Bank and other partners in crisis and post-crisis contexts.

V. Improved functioning of the United Nations development system

A. Coherence, effectiveness and relevance

Common country assessment and United Nations Development Assistance Framework

33. The United Nations development system continued to strengthen the United Nations Development Assistance Framework as its primary programming framework supporting national development planning. In 2011, the United Nations Development Group will conduct, in close collaboration with the regional United Nations Development Group teams and the United Nations System Staff College, a review of United Nations Development Assistance Frameworks developed in 2009-2010 against the baseline of 2007-2008.

34. New generations of United Nations Development Assistance Frameworks have been increasingly aligned and harmonized with national planning and programming cycles. In 2010, 97 United Nations country teams reported aligning their United Nations Development Assistance Frameworks to national planning cycles, and 67 to national priorities. There is scope for further strengthening the alignment of United Nations Development Assistance Frameworks with national priorities. Recent United Nations Development Assistance Framework reviews show that country teams that participated in theme groups to address national development challenges that included Government representatives and bilateral donors were more effective in aligning with national priorities and in prioritizing and sequencing United Nations Development Assistance Framework support activities on the basis of the United Nations comparative advantage.

35. The United Nations Development Assistance Framework process, however, has not yet translated into coherent implementation strategies with a clear division of labour among participating agencies, nor into a strategic positioning of the United Nations support vis-à-vis national priorities in line with its comparative advantage. The diversity of programmes, mandates and operating modalities of United Nations agencies continues to constrain efforts to harmonize United Nations Development Assistance Framework activities with those of the United Nations system and other development partners.

36. The United Nations Development Group has developed a number of new tools — such as the United Nations Development Assistance Framework action plan, the common budgetary framework and the common country programme document — based on lessons learned from the Delivering as One experience to

address some of these challenges (see E/2011/86). These tools are expected to strengthen United Nations Development Assistance Framework coherence and ownership by the entire system. In 2010, the United Nations Development Group also issued a standard operational format for reporting on United Nations Development Assistance Framework results, which is expected to promote transparency and accountability and strengthen national ownership and leadership of United Nations Development Assistance Framework planning and implementation.

37. So far, 16 United Nations Development Assistance Framework roll-out countries have opted to use the full range of new tools and policies. Their potential for ensuring inclusiveness, reducing transaction costs and strengthening national ownership and accountability for results is thus still being tested. The independent evaluation of the Delivering as One initiative, the findings of which will be shared with the General Assembly in 2012, will also provide some important insights in this regard. Further analysis might be required to assess the extent to which these instruments help harmonize the United Nations Development Assistance Framework with other donor practices and evolving national aid modalities.

The resident coordinator system

38. In 2010, the United Nations development system continued to improve the functioning of the resident coordinator system and further establish the central role of the resident coordinator. Major milestones in this regard are the establishment of the management and accountability system, the gradual empowerment of the resident coordinator and the increasing system-wide ownership of the resident coordinator system, all of which have helped define the relationships between various stakeholders within the United Nations system (see E/2011/86).

39. However, significant challenges remain to ensuring sufficient financial, technical and organizational support to the resident coordinator system. Different mandates, business models and funding modalities, as well as the lack of legal authority of the resident coordinator to commit United Nations country team resources, continue to constrain his/her leadership role with regard to the United Nations Development Assistance Framework.

40. The establishment of multi-donor trust funds, particularly the One UN Funds and the expanded funding window, has helped to expand the resident coordinator's role in leading the United Nations Development Assistance Framework process by enabling resident coordinators to mobilize system-wide participation and support, especially from non-resident agencies. Questions remain, however, regarding the future of these funds.

B. Regional dimensions

41. The United Nations Development Group, in its strategic priorities for 2010-2011, actively encouraged the regional United Nations Development Group teams, or regional director teams, to work closely with the regional coordination mechanisms for the delivery of technical assistance and policy advice to the United Nations country teams.

42. The two regional mechanisms hold back-to-back meetings in most regions, exchange workplans and actively participate in each others' meetings. A key result

in 2010 was the production of joint regional reports issued for the annual ministerial review of the Economic and Social Council in 2010 and the High-level Plenary Meeting of the General Assembly on the Global Millennium Development Goals in September 2010.

43. The two mechanisms also collaborate in supporting the common country assessment/United Nations Development Assistance Framework process. The contribution of regional coordination mechanisms is especially critical in exchanging South-South experiences and good practices during the preparation of new United Nations Development Assistance Frameworks and in the monitoring and evaluation phases, while the regional director teams continue to support United Nations country teams on policy dialogue and priority settings, including United Nations Development Assistance Framework quality assurance and performance management.

44. At the policy level, the High-level Committee on Programmes and the regional coordination mechanisms have agreed to strengthen cooperation through joint consideration of global and interregional issues in their respective agendas.

45. The regional coordination mechanisms facilitated inter-agency initiatives, such as the production of annual reports on regional progress towards the achievement of the Millennium Development Goals, and continue to serve as an important inter-agency platform for promoting and supporting regional integration processes. The regional mechanisms are also making progress in strengthening cooperation with non-United Nations regional and subregional entities.

46. Further alignment and integration of the work of regional mechanisms can also act as an important bridge between Headquarters and country offices and can have a substantial impact in addressing capacity and resource constraints faced by many United Nations agencies.

C. Transaction costs and efficiency

47. System-wide efforts to reduce transaction costs are guided by the CEB Plan of Action for the Harmonization of Business Practices.

48. Its implementation is co-led by the United Nations Development Group and the High-level Committee on Management, and it has already achieved some important milestones that will have an impact on transaction costs (see E/2011/88). It builds on ad hoc solutions developed by United Nations country teams, including in Delivering as One pilot countries, to address specific problems/bottlenecks and find and agree on system-wide solutions. Further reform of business practices will need to balance long-term efficiency gains with the short-term transaction costs involved in adjusting different working methods, business models and governance structures to country needs. This might require the adoption of a sufficiently flexible approach to make the most of what agencies have to offer within existing regulations, policies and levels of delegated authority.

D. Country-level capacity of the United Nations development system

49. The growing responsibilities of the resident coordinator and the United Nations country teams and the increasing complexity of their work called for a

re-examination of capacities and skills available at the country level to support national development efforts, particularly in crisis and post-crisis contexts.

50. United Nations country teams have started assessing their capacities as part of the United Nations Development Assistance Framework preparatory process. Assessments conducted between 2009 and 2010 in Delivering as One pilot countries confirmed a growing demand for specialized policy advisory support to deal with emerging global challenges. The system is meeting this demand through an enhanced performance appraisal and recruitment system; improved modalities for inter-agency mobility and rapid deployment of specialized staff; qualitative and targeted training opportunities for field staff; and increased sharing of knowledge and expertise across the system.

51. A second generation competency development tool was developed in 2010 to integrate lessons learned from competency assessments of over 1,400 resident coordinators and country team members of over 100 United Nations country offices. Resident coordinator competencies have also been gradually incorporated in the senior manager's job description and performance appraisal of United Nations organizations to promote the position as a possible career path for staff.

52. In 2010, over 90 per cent of United Nations System Staff College training courses were addressed to resident coordinators and country teams. In 2009, the Staff College also organized the first United Nations leaders' programme aimed at improving the knowledge and capacity of senior staff in the field. Three more such programmes were scheduled in 2010.

53. In 2010, the United Nations Development Group completed several activities to promote the exchange of knowledge and expertise across the system, beginning with the mapping of knowledge practices and tools available within and across the system, with the participation of 20 organizations. Such inventory is expected to facilitate knowledge sharing and enable common knowledge management initiatives.

54. The Human Resources Network of the CEB High-level Committee on Management has recently launched a comparative review of United Nations organizations' policies and practices for contractual agreements to identify bottlenecks to inter-agency mobility and rapid redeployment of qualified staff. Final recommendations will be considered by the High-level Committee on Management in 2011.

E. Evaluation

55. Considerable efforts were made to strengthen evaluation tools available to United Nations country teams and to improve quality assurance mechanisms for the evaluation of the United Nations Development Assistance Framework. In 2010, the United Nations Development Group issued a standard operational format for reporting on United Nations Development Assistance Framework results. The United Nations Evaluation Group is conducting a stocktaking exercise of its members' practices, and a United Nations Development Assistance Framework evaluation database was also established to facilitate the identification of good practices and lessons learned in the United Nations Development Assistance Framework evaluation.

56. Evaluation tools, particularly the United Nations Development Group standard operational format, United Nations Development Assistance Framework midterm reviews and end-of-cycle evaluations, are expected to promote mutual accountability, strategic management and capacity-building. End-of-cycle independent evaluations, in particular, can contribute to the design of more relevant and effective United Nations Development Assistance Frameworks. In 2010, 59 countries conducted a United Nations Development Assistance Framework evaluation and 47 carried out an annual review. However, few United Nations country teams conducted end-of-the-cycle evaluations, while midterm reviews were conducted in 18 countries in 2009 compared to 9 in 2008.

57. Further efforts to strengthen country-level evaluation will be informed by the outcome of the Delivering as One independent evaluation, which is expected to be available during the sixty-sixth session of the General Assembly. The evaluation will build on country-led evaluations conducted in the eight Delivering as One pilot countries and take into account guidance from resolution 62/208 on the 2007 triennial comprehensive policy review and intergovernmental consultations on system-wide coherence in 2008, 2009 and 2010.

58. Efforts to strengthen the evaluation function across the United Nations development system will be informed by the outcome of a comprehensive review of existing institutional frameworks for system-wide evaluation of United Nations operational activities for development. The review was commissioned by the Deputy Secretary-General in response to General Assembly resolution 64/289 and is expected to be available for the sixty-sixth session of the Assembly.

59. A number of United Nations development organizations have also taken steps to review and adopt appropriate monitoring and evaluation policies. Currently, UNDP, the United Nations Population Fund (UNFPA) and UNIDO have all adopted evaluation policies in line with the United Nations Evaluation Group norms and standards.

F. Follow-up

60. The General Assembly, in its resolution 62/208, reaffirmed that the governing bodies of funds, programmes and specialized agencies should take appropriate action to fully implement the resolution. In response to this request, UNDP, UNFPA, UNICEF, the World Food Programme (WFP), as well as the Food and Agriculture Organization of the United Nations (FAO), IFAD, UNIDO, the United Nations Educational, Scientific and Cultural Organization (UNESCO) and the World Health Organization (WHO), have all submitted annual reports to their governing bodies on the implementation of the 62/208, which reflect key areas of the review.

61. In its resolution 63/232, the General Assembly decided to change the comprehensive policy review from a triennial to a quadrennial cycle. UNDP, UNFPA, UNICEF and WFP have aligned their strategic planning cycles with the quadrennial cycle, as recommended by the Assembly. The governing body of UNIDO recommended a quadrennial planning cycle starting from 2013, and UNESCO is considering a similar provision.

VI. Action taken by the United Nations system to implement resolution 62/208

62. The implementation of resolution 62/208 is presented in the form of a matrix annexed to the present report. The column headed "progress" contains information on progress made, including actions taken, measures put in place and indicative results reflective of targets and benchmarks.

Annex

Progress in the implementation of resolution 62/208

Focus area **Section I: overall approach to the role and functioning of the United Nations system's development cooperation in support of national development priorities and strategies of programme countries and the achievement of the internationally agreed development goals**				
Policy directions	*Actions*	*Targets/benchmarks/ time frames*	*Performance indicators and planned results (March 2010-March 2011)*	*Progress*
Direction I.1 Paragraph 2 of resolution 62/208	**Action I.1** The United Nations system and CEB (HLCP, HLCM, UNDG) to accelerate implementation of the 2004 triennial comprehensive policy review within the 2008-2010 management process	**Target I.1** Ongoing actions in line with resolution 59/250 are completed within 2008-2010 to achieve planned targets and benchmarks	**Performance indicators** • Accomplishments under respective workplans of CEB pillars in line with TCPR resolutions	• The workplans of the three CEB pillars reflect Economic and Social Council and General Assembly guidance on TCPR and General Assembly decisions on system-wide coherence

Abbreviations: CCA, common country assessment; CEB, United Nations System Chief Executives Board for Coordination; DESA, Department of Economic and Social Affairs; DOCO, United Nations Development Operations Coordination Office; ESCAP, Economic and Social Commission for Asia and the Pacific; FAO, Food and Agriculture Organization of the United Nations; GNI, gross national income; HACT, harmonized approach to cash transfers to implementing partners; HC, humanitarian coordinator; HLCM, High-level Committee on Management; HLCP, High-level Committee on Programmes; IADGs, internationally agreed development goals; IANWGE, Inter-Agency Network on Women and Gender Equality; ICT, information and communications technology; IFAD, International Fund for Agricultural Development; ILO, International Labour Organization; IPSAS, International Public Sector Accounting Standards; ITU, International Telecommunication Union; LDCs, least developed countries; MDG, Millennium Development Goals; NGO, non-governmental organization; NRA, non-resident agency; ODA, official development assistance; OECD, Organization for Economic Cooperation and Development; OHRLLS, Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States; PBSO, Peacebuilding Support Office; RC, resident coordinator; RCM, regional coordination mechanism; RDT, regional director team; TCPR, triennial comprehensive policy review; UNCT, United Nations country team; UNCTAD, United Nations Conference on Trade and Development; UNDAF, United Nations Development Assistance Framework; UNDG, United Nations Development Group; UNDP, United Nations Development Programme; UNEG, United Nations Evaluation Group; UNEP, United Nations Environment Programme; UNESCO, United Nations Educational, Scientific and Cultural Organization; UNFPA, United Nations Population Fund; UNICEF, United Nations Children's Fund; UNIDO, United Nations Industrial Development Organization; UNIFEM, United Nations Development Fund for Women; UN-REDD, United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries; UNSSC, United Nations System Staff College; WFP, World Food Programme; WHO, World Health Organization; WIPO, World Intellectual Property Organization; WTO, World Trade Organization.

			Planned results • Workplans for 2010-2012 updated taking into account progress and new directions from the General Assembly and the Economic and Social Council on TCPR implementation	
Direction I.2 Paragraph 8 of resolution 62/208	**Action I.2** UNDG to assess the need for further actions by UNDG and/or UNCTs to enhance engagement with civil society, NGOs and the private sector, also taking into account the special relationship of certain United Nations system agencies to civil society (e.g., ILO tripartite structure of Government-employers-workers organizations)	**Target I.2** UNCTs have country-specific strategies or mechanisms for civil society, NGO and private sector engagement in programming processes in close cooperation and consultation with host Governments	**Performance indicators** • Status of guidance, strategies and tools for civil society engagement at the country level • Number of civil society advisory committees and civil society focal points established in programme countries **Planned results** • UNDAF guidelines promoted engagement with civil society organizations (first quarter 2010) • ILO national tripartite consultation processes to implement the Global Jobs Pact used to foster engagement of all constituencies in planning processes such as decent work country programmes and UNDAFs	• 2010 UNDAF guidelines emphasize the engagement of civil society in UNDAF programming, particularly in national prioritization, analysis, theme groups and disaster risk reduction • The 2010 UNDG reference guide for better aid for development effectiveness includes tools to help UNCTs broaden country-level policy dialogue on development, including engaging civil society in programming • In nine countries, national tripartite consultation processes for implementing the Global Jobs Pact were used to incorporate elements of the Pact in national development planning and crisis response policies

Direction I.3	Action I.3	Target I.3	Performance indicators	
Paragraph 12 of resolution 62/208	CEB and its mechanisms, especially UNDG, to keep country-level coherence, efficiency and effectiveness of development cooperation under continuous review	Streamlined division of labour among CEB coordination mechanisms, especially with regard to coherence in country-level processes	• Alignment and coordination of HLCP, HLCM and UNDG terms of reference, work plans and agendas • Institutionalization of cooperation among CEB pillars **Planned results** • Coordinated workplans and agendas of the three CEB pillars through regular meetings of secretariats	• Chairs and Vice Chairs of CEB pillars meet regularly on topics to be addressed by CEB • Coordination and information-sharing are strengthened through regular meetings of UNDG, HLCP and HLCM secretariats, including on committees' work programmes • Joint HLCM/UNDG mission undertaken to identify bottlenecks in business practice harmonization and ensure coherent follow-up at Headquarters • CEB Climate Change Action Framework being operationalized by HLCP Working Group on Climate Change in close collaboration with UNDG Environmental Sustainability, Climate Change and Rio+20 Task Team • CEB started identifying programme criticality within guidelines for acceptable risk, affecting management, programme and operational activities

Direction I.4 Paragraph 10 of resolution 62/208	**Action I.4** Ensure that all new UNDAFs show the direct linkage to national plans and priorities and are developed with clear Government leadership and in line with national planning and programming cycles, with the involvement of all relevant stakeholders at the national level, as directed in UNDAF guidelines	**Target I.4** All new UNDAFs aligned with national development plan, including poverty reduction strategy papers	**Performance indicators** **Planned results** See direction IV.A-1	See direction IV.A-1
Direction I.5 Paragraph 13 of resolution 62/208	**Action I.5** (a) Ensure that UNDAF guidelines guarantee that UNDAF planning processes are inclusive and open to all United Nations entities (b) Building on recommendation of the UNDG working group on NRAs, pursue further efforts to maximize opportunities for country-level participation of NRAs and specialized agencies (see also III.A-4)	**Target I.5** Increased utilization of resources and expertise of NRAs and specialized agencies in UNDAF and other programming processes	**Performance indicators** • Increased participation of NRAs in common country programming processes • Status of implementation of UNDG workplan on NRAs (2009-2011) **Planned results** • All new RCs are familiar with NRA mandates and support NRAs' country operations • Increased reporting of NRA engagement in common country programming processes in RC annual reports	• During the 2010 RC induction programme, 17 new RCs visited New York, Rome and Geneva to meet with senior leadership, including from NRAs and specialized agencies, and discuss how UNCTs could better draw upon their capacity and expertise in common country programming processes • NRA engagement is reported as one of 5 key result areas in RC performance appraisals; RC reports suggest increased NRA engagement in country analysis and UNDAF development • Funding for NRA analysis in RC offices will be exhausted by December 2011

Direction I.6	Action I.6	Target I.6	Performance indicators	
Paragraph 14 of resolution 62/208	(a) UNDG to provide operational support to UNCTs in accelerating progress towards the IADGs/MDGs, including through the MDG Policy Advisory Network (b) HLCP to continue efforts to achieve system-wide coherence in meeting IADGs	(a) All new UNDAFs and operational activities respond to national development goals/priorities in line with the internationally agreed development goals, including the MDGs, as reflected in UNDAF and country programme outcomes/results (b) System-wide approaches and recommendations developed for enhanced coherence in specific programme areas	• Access to pool of in-house policy and technical advisers of United Nations agencies and good practices on MDGs • Progress on system-wide approaches to support achievement of IADGs, and implementation of UNDG action plan on the Millennium Declaration/ MDGs 2006-2008 • Number of UNDAFs aligned with national priorities and MDGs **Planned results** • UNDG 2010-2011 strategic priorities and workplan maximize support to country efforts to accelerate achievement of MDGs/ IADGs (second quarter 2010) • Joint UNDG contribution presented to the High-Level Plenary Meeting of the General Assembly on the MDGs (MDG Summit) (third quarter 2010) • MDG Acceleration Framework and operational toolkit developed (third quarter 2010) • UNDG policy network for MDGs provides high-quality, timely, system-wide	• In 2010, 97 UNCTs out of 138 reported UNDAF support to achieving the MDGs • UNDG 2010-2011 strategic priorities and workplan focus on accelerating achievement of IADGs/MDGs in all programme countries • The MDG good practices database provides UNCTs with a knowledge base and shared experiences on policies to accelerate MDG achievement • UNDG developed a nine-point action agenda to guide UNCT support to countries efforts to achieve the MDGs as a follow up to the MDG summit; the agenda provides a common framework for UNDG response to countries' needs • UNDG MDG Acceleration Framework and operational toolkit developed and tested in 10 pilot countries; it will feed into the UNDAF process at the country level • UNDG policy network for MDGs supported 10 UNCTs on poverty reduction strategy/national development strategy review, MDG country report review, joint programming support and the MDG Acceleration

			technical support to UNCTs (fourth quarter 2010) • Coordinated inter-agency action through CEB to follow up on 2010 MDG Summit	Framework; the network still has limited outreach • CEB agreed to the Integrated Implementation Framework for the MDGs in April 2011
Focus area **Section II: funding for operational activities of the United Nations development system**				
Key result area **Section II: funding for operational activities of the United Nations development system**				
Policy directions	*Actions*	*Targets/benchmarks/ time frames*	*Performance indicators and planned results (March 2010-March 2011)*	*Progress*
Direction II.0 Paragraphs 17 and 31 of resolution 62/208	**Action II.0** Increase ODA	**Target II.0** ODA commitments are met	**Performance indicators** • Volume of ODA • ODA as a percentage of GNI • Volume of ODA to LDCs and as a percentage of GNI **Planned results** • Developed countries reaching ODA targets of 0.7 per cent of GNI, with 0.15 to 0.20 per cent to LDCs	See the report of the Secretary-General to the Economic and Social Council on funding for operational activities for development (A/66/79-E/2011/107)
Direction II.1 Paragraphs 23 and 29 of resolution 62/208; paragraphs 5, 6, 7, 8, 9, 12 and 16 of resolution 63/232 and paragraph 33 of Economic and Social Council resolution 2009/1	**Action II.1** (a) Strengthen efforts to raise core resources (b) Further analysis on current financial situation and perspectives on core and non-core funding by the Secretariat	**Target II.1** (a) Improved quantity and quality of resources for the operational activities of the United Nations system (b) Trends in core/regular and non-core resources are included for information	**Performance indicators** • Fulfilment of resource mobilization target of medium-term strategic plans of agencies • Improvement in proportion of core funding in overall funding	• See the report of the Secretary-General to the Economic and Social Council on funding for operational activities for development (A/66/79-E/2011/107)

		in the annual meetings of governing bodies of United Nations development agencies (c) Secretary-General's report on financing of operational activities includes current financial situation and perspectives on core/non-core funding	• Adoption of resource mobilization strategies to raise core resources **Planned results** • Analysis of core and non-core contribution trends by studying different types of core ratios depending on source and use of funds • Study on predictability of United Nations funding, including impact of rapid growth of non-core funding, exchange rate fluctuations, and economic and financial crisis	• UNDG guidance on establishing, managing and closing multi-donor trust funds to support the achievement of national priorities approved in February 2011
Direction II.2 Paragraph 23 of resolution 62/208	**Action II.2** Develop proposal on harmonized cost-recovery approaches for approval by relevant United Nations governing bodies	**Target II.2** Finalize inter-agency agreement on definitions, approaches and levels of cost-recovery	**Performance indicators** See directions IV.C-6 and IV.A-5 **Planned results** • Study on cost recovery related to management and administrative costs of non-core contributions	• Findings of the cost recovery study integrated in the report of the Secretary-General on funding for operational activities for development (A/66/79-E/2011/107)

Direction II.3	Action II.3	Target II.3	Performance indicators	
Paragraphs 26 and 27 of resolution 62/208 and paragraph 39 of Economic and Social Council resolution 2009/1	(a) United Nations system to implement the action plan for the implementation of the Brussels Programme of Action during the remainder of the decade (b) UNDG to review the role of the United Nations development system in middle-income countries (c) HLCP and UNDG to strengthen the United Nations development system's response to help national efforts to mitigate impact of the financial crisis	• Progress made in key actions in the Plan • Review on middle-income countries completed by UNDG by end 2009	• Status of UNCT support to country implementation of the Brussels Programme of Action • Expenditure of United Nations system on operational activities in LDCs • Adoption by United Nations agencies of strategic planning frameworks/policies focused on LDCs • Status of the review of role of United Nations development system in middle-income countries **Planned results** • Mapping of existing United Nations system initiatives to support LDCs and identification of gaps for the Fourth United Nations Conference on Least Developed Countries (LDC-IV) (Istanbul, 9-13 May 2011) (first quarter 2011) • UNDG 2010-2011 strategic priorities reposition UNCT approach in middle-income countries (first quarter 2011)	• Through HLCP, agencies prepared a compendium for OHRLLS of their mandates, programmes, initiatives and perspectives related to LDC-IV to develop a global initiative to build productive capacity in LDCs. The compendium revealed substantive United Nations system work in this regard • In 2009, 51 per cent of total country-level expenditures on operational activities for development was spent in LDCs, the same share as in 2008; four of the top five recipients of funding for operational activities for development in 2009 were LDCs, namely the Sudan, Afghanistan, the Democratic Republic of the Congo and Ethiopia • The CEB statement to LDC-IV was released in Istanbul • Several agencies contributed to LDC-IV preparation through substantive research and special events • Nine CEB joint crisis initiatives being implemented at the country level with UNDG support

			• CEB joint crisis initiatives encourage UNCT to help LDCs address global financial and economic crisis through analysis, identification of gaps and joint action (first quarter 2011)	• In 2010, 70 UNCTs supported national Governments in developing analysis and programmes to mitigate the effects of economic, financial and food crises • Regional UNDG teams provided resources to UNCTs seeking guidance for developing country strategies in middle income countries • UNCTs reported conducting studies on United Nations operations in middle income countries to formulate more targeted UNDAFs
Direction II.4 Paragraph 28 of resolution 62/208 and paragraphs 3, 4 and 13 of resolution 63/232	**Action II.4** The Department of Economic and Social Affairs will: (a) Work with the United Nations entities and CEB (HLCM, UNDG) to improve the coverage and quality of financial data on operational activities of the United Nations system (b) Initiate work to improve definitions and classifications of system-wide financial data (c) Coordinate with the work of HLCM on harmonization of data warehouses (see action IV.C-6 (b))	**Target II.4** (a) By the next comprehensive policy review, the Department of Economic and Social Affairs will have developed workplans with an increasing number of entities of the United Nations system towards improving the collection and presentation of their financial data (b) Report submitted to the Economic and Social Council in 2008 to include a concise assessment of progress made and a description of planned activities set out in (a) above	**Performance indicators** • Arrangements in place among DESA, UNDP and other United Nations system entities for improvement of system-wide collection of financial data on funding for operational activities for development • Agreements with United Nations agencies regarding harmonization of data **Planned results** • Uniform classifications for financial statistics to be adopted in 2011 • Manual surveys to be replaced by automated data transfers by June 2012	• Joint DESA/CEB high-level meeting held in January 2011 to strengthen system-wide reporting on funding of United Nations system operational activities; agencies stressed the need for CEB, DESA and OECD to streamline data collection and provide clearer guidance on current terminology • DESA and CEB agreed on framework for improved coverage and quality of financial data • Review of financial data under way by major United Nations agencies to improve definitions and classifications

		(c) UNDP reports by 2010 on United Nations system technical cooperation and its statistical addendum merged with the Department of Economic and Social Affairs statistical analysis of financing of operational activities for development (d) Measurement of thematic trust funds, multi-donor trust funds and other voluntary funding mechanisms included in the report of the Secretary-General	• Consistent DESA and CEB reporting on operational activities for development beginning with 2011 data	• HLCM-led project on a United Nations system-wide financial statistics database and reporting system is at an initial stage of implementation • Workplan developed for the creation of a CEB central repository of funding information, including a common data collection system responding to the needs of both CEB and DESA; estimated completion by mid-2012 • UNDP report on technical cooperation integrated into the DESA report on funding, reducing burden on data providers • In 2010, UNDP launched a multi-donor trust fund gateway, a website that provides comprehensive information on all such trust funds administered by UNDP for United Nations agencies, donors and other partners
Direction II.5 Paragraph 29 of resolution 62/208, paragraph 16 of resolution 63/232 and paragraph 42 of resolution 64/289	**Action II.5** The Secretary-General to submit a report to the General Assembly at its sixty-third session on relevant actions taken to improve quantity and quality of funding for operational activities of the United Nations system	**Target II.5** The Secretary-General's initiative launched	**Performance indicators** • Report of the Secretary-General on initiatives proposed or launched	See reports of the Secretary-General to the General Assembly for its consultations on system-wide coherence

Direction II.6 Paragraph 33 of resolution 62/208	**Action II.6** Introduce common system for UNCTs, for planning, monitoring and reporting results with due regard for national systems	**Target II.6** A common results-based planning, monitoring and reporting system for use at the country level will be piloted in 2008, on the basis of which a road map for implementation will be developed	**Performance indicators** • Progress on development of UNDAF results-based monitoring and reporting tool for RCs/UNCTs **Planned results** • UNCTs standardize annual reporting mechanisms using UNDG standard operational format • Results-based management handbook finalized and approved by UNDG (fourth quarter 2010)	• 28 UNCTs conducted standardized annual reviews or use the standard operational format to report on UNDAF • The results-based management handbook was finalized and is pending approval by UNDG See IV A.1 • UNDG agreed that standard operational format progress reporting on UNDAF will be mandatory only once every UNDAF cycle
Direction II.7 Paragraph 14 of resolution 63/232	**Action II.7** Recognizing the complexity of the international aid architecture, explore ways to engage with other development partners in order to strengthen their complementarities and the implementation of their mandates	**Target II.7** United Nations development organizations develop strategies to engage with other development partners	**Performance indicators** • Number of partnership strategies and operational partnerships developed **Planned results** • Further development of strategies for partnership engagement	• The United Nations development system, including the World Bank, continued working with other development partners on the nine CEB joint crisis initiatives • United Nations organizations collaborate with international financial institutions in supporting the MDGs through partnership mechanisms; e.g., the High-level Task Force on the Global Food Security Crisis, the MDG Africa Initiative, the Global Migration Group and others

				• The United Nations system engages in donors' and partners' forums, such as the G-20, the International Business Council of the World Economic Forum, the International Labour Conference, European Union committees and civil society networks • UNIDO and UNDP began an inter-agency knowledge management platform for private sector development, with MDG Fund resources; UNIDO participates in the Donor Committee for Enterprise Development; UNFPA instituted a private sector resource mobilization strategy; IFAD signed a new partnership agreement for co-financing with the Islamic Development Bank; WFP partnered with almost 2,000 NGOs and community-based organizations; UNEP partnered with over 190 institutions to finance the UNEP Finance Initiative; UNICEF is engaged in over 80 global programme partnerships with some of the most important global funds
Direction II.8 Paragraph 15 of resolution 63/232	**Action II.8** Mobilize and allocate resources on the basis of a strategic plan, including a multi-year resource programming framework	**Target II.8** The link between funding and results strengthened in strategic planning frameworks	**Performance indicators** • Resource mobilization and allocation aligned with multi-year results and resource frameworks **Planned results**	• An increasing number of United Nations agencies developed multi-year plans and results frameworks, (such as FAO, IFAD, ILO, UNEP, UNIDO and WHO)

			• Improved United Nations multi-year resource programming linked to strategic plans	• A few agencies also have a multi-year resource programme (e.g., UNDP, UNFPA and UNICEF); others (such as FAO, UNICEF and WFP) are developing comprehensive approaches to resource mobilization in support of their strategic plans
Direction II.9 Paragraph 10 of resolution 63/232	**Action II.9** Broaden donor base and reduce reliance on limited number of donors	**Target II.9** United Nations development organizations take measures to broaden donor base	**Performance indicators** • Number of donors • Percentage of resources received from top 10 donors	• See the report of the Secretary-General on funding for operational activities for development for 2009 (A/66/79-E/2011/107)
Focus area **Section III: contribution of the United Nations operational activities to national capacity development and development effectiveness**				
Key result area **Section III.A: capacity-building and development**				
Policy directions	*Actions*	*Targets/benchmarks/ time frames*	*Performance indicators and planned results (March 2010-March 2011)*	*Progress*
Direction III.A-1 Paragraphs 35 and 36 of resolution 62/208	**Action III.A-1** Disseminate UNDG capacity assessment methodology to promote a coherent approach in supporting capacity development efforts of programme countries, including through the CCA and UNDAF processes. It will be shared and discussed with national partners, including with line ministries, when supporting their capacity assessment exercise	**Target III.A-1** (a) All UNDAFs articulate capacity development of national institutions as key results in supporting programme countries to achieve the internationally agreed development goals (b) National capacity assessment methodology rolled out to all UNCTs and shared with national partners starting with countries developing a new UNDAF in 2009	**Performance indicators** • Utilization by UNCTs of UNDG capacity assessment methodology **Planned results** • UNDP conducts capacity assessments	• To support country teams' implementation of UNDG capacity assessment methodology, guidelines were completed and disseminated • The UNDG Capacity Development Task Team supported two inter-agency capacity assessments in the Dominican Republic and Chile

Direction III.A-2 Paragraphs 37, 38 and 42 of resolution 62/208	**Action III.A-2** (a) At countries' request, UNCTs to continue and enhance capacity-building for national development planning, programming, monitoring and evaluation institutions as part of UNDAF results framework	**Target III.A-2** (a) Programme countries assisted with improvements in their development planning, programming, monitoring and evaluation during 2008-2010	**Performance indicators** • UNDAFs reflect capacity development results in planning, programming, monitoring and evaluation • UNCTs receive support package on capacity development	• Ten UNCTs integrated capacity development into the UNDAF • The 2008 UNDG toolkit supporting UNCT capacity development efforts was revamped and re-launched in 2010
	(b) Efforts enhanced to effectively mainstream capacity development principles in UNDAF See action IV.E-2 (b) regarding evaluation framework and approaches	(b) UNCTs are supported in enhancing their support to national capacity development See target IV.E-2	**Planned results** • UNDAFs reflect capacity development results in planning, programming, monitoring and evaluation • UNCTs receive support package on capacity development	• All UNDAF training sessions have a capacity development component • Several agencies contributed to country-level capacity development efforts: UNIDO and WHO contributed to shaping the sectoral dimension in the CCA/UNDAF process; ILO focused on capacity development for the Decent Work agenda programmes; UNICEF for cash transfer, and WFP for food security programmes; UNDP developed guidance and an evidence-based capacity development methodology and tools; FAO developed a new corporate strategy approach focused on sustainability

Direction III.A-3	Action III.A-3	Target III.A-3	Performance indicators	
Paragraphs 39 and 41 of resolution 62/208 and paragraph 13 of Economic and Social Council resolution 2009/1	(a) Continue to support HACT by funds and programmes and those UNCT members choosing to do so, strengthening collaboration with specialized agencies in this regard (b) UNCTs build up rosters of national experts and network of national expertise for engagement in United Nations-assisted capacity-building activities (c) UNCTs to work with national Governments to improve capacity of their procurement systems so the United Nations can use them (d) Indicators to assess sustainability of capacity-building activities of the United Nations development system developed by UNDG See action IV.C-2	(a) UNCTs have a better understanding of the link between HACT and national capacity-building and increase the use of HACT (b) UNCTs to have made clear progress on these actions by the next comprehensive policy review	See direction IV.C-2 • UNDAF assessments/ evaluations include sustainability of capacity-development results, using clear indicators **Planned results** See direction IV.C-2	See direction IV.C-2 on HACT • Use of national expertise in operational activities is not systematically tracked and reported • Indicators to assess the sustainability of capacity-building efforts are yet to be developed

Direction III.A-4	Action III.A-4	Target III.A-4	Performance indicators	
Paragraph 43 of resolution 62/208	United Nations organizations to use joint programming opportunities in UNDAF to collaborate on capacity development, contributing their respective expertise and using system-wide frameworks/tools (e.g., CEB toolkit on mainstreaming employment and decent work)	All new common country assessments and other analytical work will include national capacity assessment; UNDAFs will articulate the United Nations role in building capacity, including contributions by different organizations/agencies in joint programmes	• CCAs contain capacity assessments • Use of joint programmes for coherent implementation of capacity development under UNDAF **Planned results** • Continue dissemination of system-wide frameworks/tools on capacity development to UNCTs through the CCA/UNDAF guidelines and/or toolkit	• The UNDAF action plan (voluntary) was introduced to serve as an integrated implementation plan, articulating how the United Nations system comes together to support national capacity development • Joint programmes encourage United Nations agencies to work together under one implementation framework supporting national capacity development • The CEB toolkit on mainstreaming employment and decent work was introduced to employers' and workers' organizations in Dakar (April 2010) and in Lima (August 2010) during seminars promoting these constituencies' participation in UNDAF preparation • FAO is leading, in close collaboration with WFP and ILO, the development of a UNDG guidance note on integrating food and nutrition security into CCAs and UNDAFs

Direction III.A-5	Action III.A-5	Target III.A-5	Performance indicators	
Paragraph 44 of resolution 62/208	(a) UNDG to review how the United Nations system can better support implementation of measures to improve aid effectiveness (b) Guidance to be developed on indicators on aid effectiveness relevant to the United Nations system at the country level, including the UNDAF processes, taking into account the upcoming review of the Paris Declaration and new guidance from review of the Monterrey Consensus, as appropriate (c) Implementation of CEB Plan of Action for the Harmonization of Business Practices (see direction IV.C-3)	• UNDG-HLCM to provide specific targets on (a) for 2008-2010 • By 2009 UNDAFs will include indicators on implementation of aid effectiveness commitments of the United Nations system • Clear progress made in the implementation of harmonization measures as per the CEB plan	• Progress on targets in UNDG Action Plan on Aid Effectiveness • Progress in development of UNDG guidance note on UNCT engagement in changing aid environment • Progress in development of guidance on reflecting aid effectiveness commitments in UNDAF indicators • Progress on CEB Plan of Action for the Harmonization of Business Practices **Planned results** • Develop a reference guide to support UNCTs to deliver development assistance more effectively (fourth quarter 2010) • Promote effective and qualitative UNCT in engagement in the 2011 Paris Declaration monitoring survey (first quarter 2011) • Improved effectiveness of the United Nations system through harmonization of business practices	• The UNDG reference guide for better aid for development effectiveness was developed in 2010; it provides UNCTs with checklists and indicators for good performance integrating TCPR commitments and UNDG priorities • UNDG conducted four regional workshops training 69 UNCTs to engage effectively in the 2011 Paris Declaration monitoring survey; workshops aimed at improving the validity and reliability of survey results for the United Nations development system and promoting the overall aid effectiveness agenda; the survey is ongoing — a final report will be completed by September 2011 • UNDG produced supplementary guidance for UNCTs on the survey and set up a help desk to support United Nations system of engagement See direction IV.C.3 on simplification and harmonization

Direction III.A-6 Paragraphs 45 and 46 of resolution 62/208	**Action III.A-6** (a) HLCP to pursue its review of how the United Nations system can best respond to capacity development challenges in science and technology, including those in the 2005 World Summit and the World Summit on the Information Society (b) UNDG will encourage UNCTs to include technological capacity development in their work on capacity development, with the agreement of national partners	**Target III.A-6** (a) HLCP review undertaken in 2009 (b) UNDG to develop guidance to UNCTs on technology capacity assessment by mid-2010 (c) Assessment of national technological capacity, including in common country assessments and analytical work, and gaps addressed in UNDAFs, if requested by Government and as appropriate	**Performance indicators** • Progress in HLCP review • UNCTs have guidance in responding to country demand for technological capacity development **Planned results** • Guidance on technological capacity development for UNCTs developed on the basis of HCLP review	• In 2010, the United Nations Group on the Information Society under the joint leadership of ITU, UNCTAD and UNESCO conducted a survey to map and categorize current and recent United Nations system activities in technological capacity development • ITU, UNIDO and WIPO lead the HLCP joint crisis initiative on technology and innovation, which will review key challenges in this area
Direction III.A-7 Paragraph 47 of resolution 62/208	**Action III.A-7** (a) UNDG to establish a capacity development network to share system-wide information on capacity development activities (b) Dissemination of UNEG evaluation findings on capacity development	**Target III.A-7** (a) UNDG capacity development network functional by 2009 (b) Lessons learned on capacity development from evaluations done by United Nations agencies made available and shared with UNCTs	**Performance indicators** • Status of UNDG capacity development network • Access by UNCTs to United Nations agencies' evaluation findings on capacity development **Planned results** • UNDG 2010-2011 strategic priorities promote strengthening of institutional capacity development	• United Nations-wide capacity development network, open to United Nations agencies and external experts, is active • External evaluation of UNDP contribution to strengthening national capacities released and available on line

Key result area **Section III.B: South-South cooperation and development of national capacities**				
Policy directions	*Actions*	*Targets/benchmarks/ time frames*	*Performance indicators and planned results (March 2010-March 2011)*	*Progress*
Direction III.B-1 Paragraph 48 of resolution 62/208	**Action III.B-1** UNDAF guidelines to encourage UNCTs to promote South-South and triangular cooperation; results to be included in United Nations organizations' reporting	**Target III.B-1** Increased use of and support to South-South and triangular cooperation as modality for United Nations system support to capacity-building efforts, where applicable, based on clear analysis	**Performance indicators** • Availability of guidance for UNCTs to promote South-South and triangular cooperation in UNDAF • Increase in use of South-South and triangular cooperation in capacity development by the United Nations development system **Planned results** • UNDG 2010-2011 strategic priorities promote South-South cooperation at global, regional and country levels (second quarter 2010) • UNDG guidance developed on South-South and triangular cooperation in the context of aid effectiveness (fourth quarter 2010)	UNDG 2010-2011 strategic priorities focus on building South-South and triangular partnerships as a vehicle for capacity development • Reference guide on better aid for development effectiveness includes guidance on South-South and triangular cooperation • Regional UNDG teams in coordination with regional coordination mechanisms, facilitate UNCT access to regional/global expertise and resources, including South-South and triangular cooperation to support quality and coherence in programming, operations and implementation of the management and accountability system • Entry points for South-South cooperation were included in the new CCA/UNDAF guidelines • UNCTs seek to actively support national Governments in promoting South-South cooperation as a pillar for capacity development

				• The UNDP Special Unit on South-South Cooperation started working on South-South cooperation operation guidelines in collaboration with UNDG/DOCO and UNDP; in this regard, the Unit organized two interdepartmental meetings and participated in a workshop organized by UNDG/DOCO for United Nations coordinators in East and Southern Africa • Consultations started on a draft collaborative framework on South-South cooperation in the areas of climate change, food security and HIV/AIDS
Direction III.B-2 Paragraphs 51-54 of resolution 62/208	**Action III.B-2** The Special Unit, in collaboration with other United Nations development organizations, will broaden the coverage of the Web of Information for Development (WIDE) to capture United Nations system-wide South-South and triangular cooperation activities, including evaluative studies of successes in capacity development at the country and regional levels	**Target III.B-2** WIDE has broader system-wide coverage with United Nations organizations' contributions to South-South and triangular cooperation activities	**Performance indicators** • System-wide implementation reported in WIDE **Planned results** • Expansion of the coverage of WIDE and other information-sharing mechanisms to more countries, agencies and sectors	• 55 rosters of experts have been added to WIDE and services expanded to national development agencies • In Asia and the Pacific, a United Nations common roster was set up with the participation of six United Nations agencies • To date, WIDE has information on 10,630 experts • New material is being uploaded in collaboration with United Nations agencies in the revitalized WIDE system to be known as Global South-South Development Academy

• The Special Unit on South-South Cooperation documented: • 18 case studies reducing poverty through South-South cooperation (with ILO) • 9 good practices in reproductive health (with UNFPA and other partners) • 31 southern good practices in disaster risk reduction (with the International Strategy for Disaster Reduction, ILO and the global network of NGOs) • 17 case studies in successful tax practices (with DESA) • Analysis of 52 practical and successful South-South and triangular cooperation solutions (with support of the Japan International Cooperation Agency, UNIDO, UNESCO, UNICEF and 16 national South-South cooperation focal points) • More than 300 scalable South-South and triangular solutions were showcased at the Global South-South Development Expo in 2008, 2009 and 2010					

Direction III.B-3 Paragraphs 49 and 53 of resolution 62/208	**Action III.B-3** Strengthen UNDP Special Unit for South-South Cooperation	**Target III.B-3** Strengthened support provided to the Special Unit	**Performance indicators** • Additional capacities in the Special Unit • Special Unit cooperation with other United Nations agencies	• The UNDP Administrator established two posts for the Unit in 2011 for the Arab States and the Latin America and Caribbean regions
Direction III.B-4 Paragraph 52 of resolution 62/208	**Action III.B-4** Conduct studies on approaches and potential of South-South cooperation to enhance development effectiveness	**Target III.B-4** Studies highlight potential of South-South cooperation	**Performance indicators** • Studies conducted by 2008 and 2010 in context of the Development Cooperation Forum and by 2012 in context of the quadrennial comprehensive policy review	• UNDP launched a South report in 2009 analysing South-South trade, investment, industrial cooperation, environment, creative industries, ICT, and South-South development cooperation (with UNCTAD, UNIDO, UNEP, UNESCO, ITC and the South Centre) • UNDP published a report on the creative economy as a tool for development (with UNCTAD, UNESCO and WIPO) • ILO is undertaking an analysis of existing and future cooperation possibilities in the field of South-South cooperation • A study is being conducted on South-South cooperation for infrastructure development for the Development Cooperation Forum

Key result area **Section III.C: gender equality and women's empowerment**				
Policy directions	*Actions*	*Targets/benchmarks/ time frames*	*Performance indicators and planned results (March 2010-March 2011)*	*Progress*
Direction III.C-1 Paragraphs 56 and 57 of resolution 62/208	**Action III.C-1** (a) Preparation of an action plan to operationalize the CEB strategy on gender mainstreaming within the United Nations system and continue actions to pursue gender equality and the empowerment of women, including through UNDG guidance to UNCTs on mainstreaming gender and programming for gender equality and women's empowerment at the country level (b) Monitoring of United Nations system-wide gender mainstreaming policies and strategies will be promoted through IANWGE	**Target III.C-1** (a) Joint IANWGE and UNDG Gender Task Force to review current guidelines on gender mainstreaming in country programmes and related support from headquarters in 2009 (b) Completion by IANGWE of the draft action plan in 2009 (c) IANWGE proposals on a system-wide gender mainstreaming monitoring and evaluation system to be submitted to CEB in 2009	**Performance indicators** • Status of guidelines and related support on gender mainstreaming in country programmes • Status of CEB action plan • IANWGE decisions on promoting gender mainstreaming monitoring **Planned results** • Meta-evaluation of gender equality work conducted in different United Nations agencies, and lessons learned documented • IANWGE adopts action plan for implementing system-wide gender mainstreaming policy • UN-Women to prepare Secretary-General's report on progress and gaps/ challenges in mainstreaming a gender perspective in United Nations system programmes	• Some agencies have completed gender capacity assessment to implement strategic framework on gender equality and women's empowerment at all levels • The 2010 IANWGE annual meeting, under UN-Women leadership, endorsed a proposal to further operationalize system-wide policy and strategy on gender mainstreaming. This entails defining a system-wide action plan, including indicators and timetables, division of responsibilities, accountability mechanisms and resources; the 35 "minimum standards" for tracking and monitoring mainstreaming of gender perspective into the work of the United Nations system will be revised • The report of the Secretary-General to the Economic and Social Council (July 2011) on gender mainstreaming will include a section on how UN-Women will carry out its work

Direction III.C-2	**Action III.C-2**	**Target III.C-2**	**Performance indicators**	
Paragraph 60 of resolution 62/208	Updating of United Nations system tools and resources on gender issues such as: Resource Guide for Gender Theme Groups; training modules on gender mainstreaming for country teams; international roster of gender specialists	(a) Resources and tools updated and disseminated system-wide by end of 2009 (b) Feasibility study on the development of system-wide training modules and courses for gender experts and gender focal points by 2010	• Status of update of resources and tools • Status of feasibility study **Planned results** • Completion of Resource Guide for Gender Theme Groups in 2011 and dissemination to UNCTs • E-learning course on gender equality adapted by UNSSC for availability across the United Nations system • Roster of United Nations system-wide gender expertise finalized • Feasibility study on system-wide training conducted by UNDG/DOCO and UNSSC (first quarter of 2010)	• Resource Guide for Gender Theme Groups being updated, to be completed in 2011 • UNDP, UNFPA, UNICEF and UN-Women developed an inter-agency e-learning course on "Gender equality, United Nations coherence and you" for programme staff to strengthen gender mainstreaming in their respective organizations; the course was launched in February 2011 • IANWGE made progress in establishing a system-wide capacity development programme on gender mainstreaming; under the leadership of UNSSC, United Nations entities are defining a mandatory basic training course for all staff with modules for different categories, building on existing e-learning tools and training materials in the system; the feasibility study with UNSSC is in progress

Direction III.C-3	Action III.C-3	Target III.C-3	Performance indicators	
Paragraph 61 of resolution 62/208 and paragraph 16 of Economic and Social Council resolution 2009/1	See action III.C-1 Improve accountability by operationalizing UNCT Performance Indicators (Scorecard) for Gender Equality and Women's Empowerment and UNDG Users' Guide/self-assessment tool for UNCTs UNIFEM to provide technical expertise on gender equality and women's empowerment, when requested by the United Nations development system, including UNCTs	See III.C-1 (a) UNDAFs have gender and related indicators at outcome level (b) Finalization of the Scorecard by mid-2008 by UNDG and initiation of roll-out in countries developing their UNDAFs from 2008 onwards (c) UNCTs report substantively on gender equality and women's empowerment in resident coordinators' annual reports and performance appraisal mechanisms; such reports are duly analysed in the synthesis of resident coordinator's annual reports	• Approval of UNCT performance indicators/ scorecard • Number of countries using performance indicators/ scorecard • Number of UNCTs reporting in RC annual reports on gender equality and women's empowerment **Planned results** • Continued implementation of Performance Indicators (Scorecard) • Documentation of lessons learned from first generation implementation of UNCT performance indicators on gender equality • Review of CCA/UNDAF study shared with United Nations system • Promoting gender budgeting as an accountability mechanism	• UNCT Performance Indicators (Scorecard) rolled out to all countries; as of December 2010, 13 countries had completed the implementation process, 3 were close to completion and 11 were planning the exercise in 2011 • The UNDG Task Team on Gender Equality study of 51 UNDAFs (2006-2009) shows: • About half of the UNDAFs specify gender equality outcomes and slightly over half gender equality outputs related to other outcome areas • Half of the UNDAFs reported monitoring UNCT performance on promoting women's empowerment and gender equality • One third of UNDAFs reported working on strengthening national accountability mechanisms to monitor gender equality outcomes • Only 4 per cent of the total UNDAF budget was allocated to gender equality • The UNDG Task Team tracking of gender equality initiatives in the 2009 RC annual reports demonstrates

improvements in reporting on gender equality, but not on impact or quality of gender equality initiatives or promising practices • There were 99 gender theme groups in 2009, compared to 37 in 2004; a total of 98 UNCTs reflected gender equality or women's empowerment as a key element in their workplans, compared to 49 in 2004; UNDAFs containing references to gender equality and/or women's empowerment in at least one outcome statement were 53 in 2009, compared to 41 in 2004; internal capacity-building initiatives for UNCTs were 54 in 2009, compared to 24 in 2004; a total of 94 UNCTs reported on joint initiatives on gender equality in 2009, compared to 43 in 2004 • Areas of joint initiatives reported the most since 2004 include: ending violence against women (96 examples in 2009, compared to 28 in 2004); strengthening reproductive health and reducing maternal mortality (70 in 2009, 37 in 2004); capacity development support for national women's machinery (53 in 2009, 11 in 2004)						

Direction III.C-4 Paragraph 65 of resolution 62/208	**Action III.C-4** (a) IANWGE and UNDG to facilitate system-wide sharing of information on good practices, tools and methodologies on gender (b) Ensure close links between the work of CEB, IANWGE and UNDG (within the CEB framework) on gender equality (c) Implementation of UNDG action learning pilot project to support UNCTs in coordinated and holistic programming for gender equality	**Target III.C-4** (a) Strengthened system-wide coordination on gender and women's equality through IANWGE and UNDG (b) Improved system-wide support to coordinated programming on gender equality	**Performance indicators** • Status of implementation of UNDG action learning pilot project **Planned results** • Results of the action learning initiative shared with the United Nations system • Progress made by the Inter-Agency Task Team on Women, Peace and Security (IATTWPS) to promote Security Council resolution 1325 (2005) in post-conflict countries	• The action learning initiative was piloted in Morocco, Albania and Nepal. A lessons-sharing meeting among these countries was held in April 2010 • IANWGE and UNDG members work closely with IATTWPS to support the development of national action plans for Security Council resolutions 1325 and 1888 in post-conflict countries • IANWGE project Womenwatch (http://www.un.org/womenwatch) is a gateway to all United Nations websites on gender equality and women's empowerment; in 2010, Womenwatch produced features on gender equality and trade policy; and women, peace and security
Direction III.C-5 Paragraph 66 of resolution 62/208	**Action III.C-5** Organizations of the United Nations system will seek out more qualified women candidates considering equitable geographical representation, and make available their best female candidates for resident coordinator positions	**Target III.C-5** Increased appointments of women in the United Nations development system, with target of achieving 50 per cent at all levels, particularly for senior posts (D-1 and above), while ensuring regional diversity	**Performance indicators** • Percentage representation of female staff in the Professional category and above in the United Nations system and North/South distribution **Planned results** • Progress towards the 50 per cent gender parity target for all United Nations organizations, RC positions, and in North/South balance	• In 2005-2009, female representation in Professional staff of the United Nations system increased from 37 per cent to 40 per cent; gender balance was achieved only at the P-1 (54 per cent) and P-2 (57 per cent) levels • Female representation among RCs increased from 6.3 per cent to 37.1 per cent between 2007 and 2009; Latin

• Increase in women's representation at the D-1 level and above • Follow-up to UNDG women's leadership development programme to enhance women's RC leadership skills and performance as RCs, HCs and designated officials • Concrete proposals to enhance female retention in leadership positions within the United Nations system	• UNFPA and UNICEF achieved gender parity for Professional staff; women account for 28 per cent of Professional staff in UNIDO, 40 per cent in WFP (30 per cent at the D-1 level and above), 40 per cent in IFAD (gender parity achieved at the P-2, P-3 and D-2 levels and above); in ILO, 33 per cent of staff at the P-5 level and above are women; in UNEP, female representation at the D-1 level and above increased from 21.1 per cent in 2009 to 30 per cent in 2010; in WHO, 40.2 per cent of staff at the Professional level and above are women; in FAO, female representation at the D-1 level reached 18 per cent in 2010, up from 15 per cent in 2009, and 36 per cent in the Professional, up from 33 per cent in 2009 • A second UNDG women's leadership development programme was held in 2010 in Amman for 36 women RCs to share and enhance practical leadership skills and experiences; participants	America and the Caribbean registered the highest increase, from 11.7 per cent to 43.5 per cent; the Asia Pacific region remained at 36.4 per cent; in 2010, 42 per cent of first time RCs were female compared to 52 per cent in 2009

				drafted recommendations to improve the work environment and increase retention and performance of RCs in general and women in particular

Key result area
Section III.D: transition from relief to development

Policy directions	*Actions*	*Targets/benchmarks/ time frames*	*Performance indicators and planned results (March 2010-March 2011)*	*Progress*
Direction III.D-1 Paragraphs 67, 70, 72, 78 and 81 of resolution 62/208	**Action III.D-1** (a) Increase support, on a predictable and sustainable basis, to resident coordinators and UNCTs in countries in transition, to ensure proper planning and coordination capacity (b) Accelerated coordination efforts of headquarters units and mechanisms to provide support and guidance to resident coordinators, bearing in mind their various coordination functions (c) Continue using the post-conflict needs assessment toolkit in support of nationally defined priorities, in partnership with the World Bank, with focus on development of national capacities	**Target III.D-1** (a) United Nations resident coordinators/humanitarian coordinators provided with appropriate and timely support on a predictable and sustainable basis (b) Standards developed by UNDG and UNDP for the type/level of staff and options for operational support for effective United Nations system coordination including for countries in transition and complex situations (c) By 2009, post-conflict and post-disaster needs assessment toolkits, including capacity assessment being fully utilized as common instruments of the United Nations system, including the World Bank, in working with national and other partners	**Performance indicators** • Adequacy and timeliness of support provided to resident and humanitarian coordinators • Status of development and utilization of post-conflict needs assessment and post-disaster needs assessment toolkits **Planned results** • CCA/UNDAF process used in transition settings • Higher number of countries assisted through support package for UNCTs/RCs in transition countries • Advice provided to UNCTs to use guidance on transition planning, including effective use of different planning mechanisms and tools	• Support package for UNCTs/RCs used in 22 transition countries • The Inter-Agency Standing Committee published a handbook for RCs and HCs on emergency preparedness and response; the handbook provides concise and practical guidance to prepare for and respond to a humanitarian crisis and reduce disaster risk • The post-conflict needs assessment toolkit includes guidance and tools to establish priorities based on conflict analysis • Training on post-conflict needs assessment methodology and tools provided to 80 senior/middle level staff from the United Nations, the World Bank, the Africa Development Bank and the European Union

	(d) Develop a post-disaster needs assessment methodology (e) Further strengthen timeliness and quality of early recovery support	(d) Methodology developed mid-2009	• Post-disaster needs assessment methodology further developed • Leadership support strengthened (in accordance with the report of the Secretary-General on peacebuilding in the immediate aftermath of conflict (A/64/866-S/2010/386))	• Initial steps taken to establish a United Nations roster to support post-conflict needs assessment • Protocol finalized for information sharing and decision-making on the engagement of the United Nations, the World Bank and the European Union in post-conflict needs assessment • Mechanism established at headquarters, at the Under-Secretary-General level, to provide immediate support and guidance to United Nations leadership teams in countries in transition • Procedural guidance on post-disaster needs assessment being adopted; further sector-specific guidance being developed • Joint post-disaster needs assessments were completed in 11 countries between 2009 and 2010; as a result, a joint methodological basis was developed and several training and lessons learned exercises were conducted in 2010

Direction III.D-2	Action III.D-2	Target III.D-2	Performance indicators	
Paragraphs 71 and 73 of resolution 63/208	(a) Strengthen cooperation with inter-agency forums and Secretariat bodies towards integrated planning and operations (b) Further develop United Nations/World Bank agreement on principles and tools of collaboration and on use of financial rules and regulations	(a) Improved coordination of support provided by different bodies to UNCTs (b) Finalized agreements with the World Bank by end of 2008	• Examples of integrated support provided by different United Nations entities to UNCTs • Status of agreements with World Bank and European Commission **Planned results** • Continued engagement of UNDG in inter-agency and interdepartmental discussions, e.g. integrated mission planning process and related mechanisms • Implementation of the United Nations/World Bank partnership note and UNDG/World Bank operational annex	• Regular dialogue established between the United Nations and the World Bank through meetings at the Assistant Secretary-General level to discuss overall partnership and identify thematic or institutional issues requiring attention • In 2010, the United Nations/World Bank partnership note was implemented in three countries to ensure operational coherence and joint assessment and planning • UNDG members and Secretariat bodies jointly supported integrated strategic frameworks in countries where the principle of integration applies • Joint system-wide training on assessment and planning in the context of integrated missions was provided to 100 staff members in the field • Strategic partnership agreements were signed between the European Commission and 10 United Nations organizations to facilitate policy dialogue, collaboration and harmonization. A United Nations/European Commission cooperation

				framework on administrative best practices allows exchange of experiences on a range of issues, through seminars, training and staff exchange
Direction III.D-3 Paragraph 75 of resolution 62/208	**Action III.D-3** Continue advocacy efforts with Member States to ensure timely and appropriate funding for transition/early recovery, and strengthen responsiveness of existing funding tools, such as multi-donor trust funds and transitional appeals	**Target III.D-3** (a) Multi-donor trust funds and transitional appeals made more timely (b) Increase awareness of donor countries on the need for increased and timely fund-raising	**Performance indicators** • Status of guidance note on approaches to addressing transitional financing and establishing or participating in multi-donor trust funds **Planned results** • Advise UNCTs on the basis of existing guidance and policy • Strong participation and input from UNDG in the International Network on Conflict and Fragility (INCAF) guidance on financing	• UNDG assisted several countries in utilizing existing financing guidance and mechanisms • UNDG provided inputs to the development of INCAF guidance on financing to be finalized in first half of 2011 • UNDG developed a guidance note on establishing, managing and closing MDTFs, as well as clarifying key roles in joint funding mechanisms • UNDG finalized training package on joint funding mechanisms, which was delivered at the 2011 UNDG regional UNDAF workshops
Direction III.D-4 Paragraph 77 of resolution 62/208	**Action III.D-4** UNDG to continue to facilitate the establishment of harmonized procedures, including on data collection and information management system-building on systems in place at emergency phase	**Target III.D-4** United Nations system in transition countries has a common database and information system accessible to host countries	**Performance indicators** • Status of common database and information system **Planned results** • Common procedures for data collection and information management in transition, building on humanitarian tools	• Preliminary discussion on how to structure future discussion in this regard, building on humanitarian actors practice and linking with data gathering and national statistical capacities

Direction III.D-5 Paragraph 80 of resolution 62/208	**Action III.D-5** UNDG to continue fostering the partnership with PBSO, in particular on the development of assessment and planning tools and methodologies; collection, review and dissemination of lessons learned and good practices; and in supporting UNCTs in preparing submissions to PBSO	**Target III.D-5** Mechanisms established during 2008-2010 to link the work of UNDG and the Peacebuilding Commission	**Performance indicators** • Linkages between UNDG, the Peacebuilding Commission and PBSO **Planned results** • UNDG input to terms of reference for Peacebuilding Fund (PBF) and review of the Peacebuilding Commission • UNDG input to Senior Peacebuilding Group and Peacebuilding Contact Group	• Terms of reference of PBF were reviewed with strong participation of UNDG, leading to a more flexible approach to the use of the Fund • UNDG input and review of PBF proposals institutionalized
Direction III.D-6 Paragraphs 84 and 85 of resolution 62/208	**Action III.D-6** (a) UNDAF guidelines to include disaster risk reduction (DRR) and guidance on the Hyogo Framework of action and to strengthen conflict sensitive processes in UNDAF preparations (b) UNDG and the International Strategy for Disaster Reduction will provide guidance and develop training to UNCTs and resident coordinator/humanitarian coordinator offices on disaster risk reduction	**Target III.D-6** Set of methods and tools for further implementing disaster risk reduction in country-level programmes and national policies developed, tested and disseminated by 2009	**Performance indicators** • Status of UNDG guidance note on integrating disaster risk reduction into CCAs/UNDAFs • Status of training support on disaster risk reduction to United Nations country teams **Planned results** • UNCTs, especially those in high disaster risk countries, trained on disaster risk reduction in the UNDAF context by well-trained experts from a global roster • Integration of disaster risk reduction, climate change and environmental sustainability in programming through three	• Workshop for 16 West African francophone countries on integrating disaster risk reduction and climate change into UNDAF, held in Dakar, 17-20 August 2010 • Regional workshops for 2010 UNDAF roll-out countries incorporated training on integrating disaster risk reduction into UNDAF development and planning • Strategic retreats/country consultations on integrating disaster risk reduction into UNDAFs were held in 16 countries developing new UNDAFs • Roster of trained staff and

			specific regional training events • Support for conflict sensitive CCA/UNDAF established	consultants established to support conflict analysis and prioritization in the context of CCA/UNDAFs
Focus area **Section IV: improved functioning of the United Nations development system**				
Key result area **IV.A. Coherence, effectiveness and relevance**				
Policy directions	*Actions*	*Targets/benchmarks/ time frames*	*Performance indicators and planned results (March 2010-March 2011)*	*Progress*
Direction IV.A-1 Paragraphs 86 and 87 of resolution 62/208	**Action IV.A-1** (a) UNCTs to ensure that country processes are based on UNDAF guidelines, regarding: • National ownership • Alignment with national priorities and with national planning cycles and processes (b) UNCTs will, at the request of national Governments, work to minimize the programme documentation burden in implementing UNDAF (c) Measures are undertaken to ensure internal alignment within the United Nations development system of country-level	**Target IV.A-1** • CCA/UNDAF processes are endorsed by the Government and aligned with national planning cycles in programme countries • Simplification/reduced documentation in common programming activities • Alignment of all United Nations system country programming frameworks, tools and processes with UNDAF	**Performance indicators** • Leadership in UNDAF processes by national authorities; UNDAFs aligned with national priorities and national planning cycles • Reduced number of agency-specific programme documents to operationalize UNDAF, using common programming documents • Country-level programmatic frameworks and activities of United Nations development system agencies linked to UNDAF **Planned results** • UNCTs develop common country programme documents using UNDG interim guidance note	• In 2010, 97 UNCTs reported aligning their UNDAFs with national planning cycles, and 67 with national priorities • In 2010, the United Republic of Tanzania and Mozambique developed the first common country programme documents using UNDG interim guidance • 16 UNDAF roll-out countries adopted the new optional coherence tools included in the 2010 UNDAF guidelines: UNDAF action plan, common budgetary framework and country programme documents • In 2011, five UNCTs are expected to develop common country programme documents

	development assistance plans/frameworks supported by the United Nations development system		• Enhanced quality of UNDAFs using the 2011 UNDG results-based management handbook	• The UNDG results-based management handbook is being approved for use at regional workshops on new 2011 UNDAFs • UNDG will conduct a desk review of high quality UNDAFs in 2011; the review will assess how UNDAF guidelines are being applied along agreed standards
Direction IV.A-2 Paragraph 96 of resolution 62/208	**Action IV.A-2** UNDG will develop a results-based planning, monitoring and reporting tool that resident coordinators can use to report to Governments on progress in UNDAF results and use of resources; an interim reporting approach will be developed for programme country pilots	**Target IV.A-2** UNDAF common reporting tool piloted in 2008	**Performance indicators** See direction II.6	See direction II.6 See report of the Secretary-General on the RC system (E/2011/86)
Direction IV.A-3 Paragraphs 92 and 93 of resolution 62/208 and paragraphs 21, 23, 27, 28 of Economic and Social Council resolution 2009/1	**Action IV.A-3** (a) Pursue further measures to strengthen resident coordinator/UNCT accountability system (update of resident coordinator job description, guidance on working relationships, regional support mechanisms) (b) Strengthening of UNDG quality support and assurance mechanism	**Target IV.A-3** (a) Resident coordinators/ UNCTs have improved tools and clearer guidance on accountability framework by mid-2009 (b) Resident coordinators/ UNCTs have access to increased substantive and strategic planning and programming support through regional UNDT teams and UNDG quality support and assurance	**Performance indicators** • Progress in implementation of the management and accountability system • Increase in regional UNDG teams' support to CCA/UNDAF processes • Strategic plans and budgets and reports of United Nations development organizations submitted to governing bodies include support to the RC system; quantity and type of	• A comprehensive external review of implementation of the management and accountability system commissioned by UNDG will be completed by end of May 2011 • Regional UNDG workshops held for all UNCTs developing new UNDAFs • As part of the UNDG regional quality support and assurance mechanisms, peer

		for country programming processes (c) Inclusion in strategic plans and budgets of United Nations development of system organizations provision of resources and support to the resident coordinator system and reporting thereon to governing bodies	mechanism, especially for 2008-2010 UNDAF roll-out countries (c) Contributions to resident coordinator system by the United Nations development system organizations are included in their strategic plans/budgets and reported regularly to governing bodies, including on the management and accountability system for the United Nations development and resident coordinator system, including the functional firewall (d) Annual report to the Economic and Social Council on the resident coordinator system (e) An independent comprehensive assessment of the management and accountability system of the United Nations development and resident coordinator system, including the functional firewall, in the 2012 report of the Secretary-General	contributions by United Nations organizations to the RC system • Established staffing standards for RC coordination office support and options for support **Planned results** • Additional resources provided to regional UNDG teams to support countries developing new UNDAFs • Strengthened performance appraisal system for RCs/UNCTs See direction IV.D-1 on the performance appraisal system for RCs/UNCTs	support group members provided in-country support to countries developing new UNDAFs • Global workshops on quality support and assurance held in April 2011 for regional UNDG teams and UNCTs • The overall performance appraisal system for RCs/UNCTs — of which the One80 competency development tool is a key part — completed its 2009 cycle in mid-2010; for 2010/2011 the system is online and streamlined with fewer reporting mechanisms (see direction IV.D-1) • UNDP, UNICEF, ILO, WFP and WHO have all included measures to provide financial support to the RC system (see the report of the Secretary-General on the RC system (E/2011/86))	

Direction IV.A-4 Paragraph 105 of resolution 62/208	**Action IV.A-4** Appointment of additional UNDP country directors in relevant programme countries with clear delineation of responsibilities vis-à-vis the resident representative/ resident coordinator	**Target IV.A-4** 50 country director posts in place by end 2010	**Performance indicators** • Placement of UNDP country directors in available posts	• UNDP currently has 51 staff with the country director designation • Detailed job descriptions of resident representatives and country directors were approved by the Management Group and launched in February 2010
Direction IV.A-5 Paragraph 104 of resolution 62/208	**Action IV.A-5** Develop inter-agency policy on retention of savings resulting from reduction in transactions and overhead costs for use in development programmes in programme countries	**Target IV.A-5** Inter-agency policy on retention and reprogramming for development of savings resulting from reduction in transaction and overhead costs developed by end of 2008, and presented to relevant intergovernmental bodies by end 2009	**Performance indicators** Status of UNDG policy paper on deployment of country-level operational savings to programme in country **Planned results** • Develop recommendations on possible techniques and approaches to assess how change processes (with particular focus on the Delivering as One change environment) impact on transactions costs for United Nations organizations and their partners	• A UNDG paper on deployment of cost savings from operational activities into country programmes was approved by UNDG in 2010; as a result, UNDG agencies agreed to identify and measure savings from country programme budgets on a pilot basis • UNDG/DOCO conducted an analysis of transaction costs at the country-level in November 2010; the report operationalizes the term "transactions costs", within the boundaries set by the TCPR and provides a framework to help UNCTs assess the nature of transaction costs and monitor their changes and trends resulting from reform processes See direction IV.C-6

Direction IV.A-6	Action IV.A-6	Target IV.A-6	Performance indicators	
Paragraph 94 of resolution 62/208	(a) Establish inter-agency project to proactively identify potential resident/humanitarian coordinator candidates at mid-career stage for guided career development, including inter-agency exchange (b) Continue development and implementation of resident coordinator training programmes, with the support of specialized agencies, and monitor effectiveness (c) Report on improvement in selection and training of resident coordinators	(a) System for recruitment, selection and training of resident coordinators enhanced, results of which are monitored/assessed (b) Report to the Economic and Social Council as part of the reports on: (i) human resources challenges at the country level; and (ii) the resident coordinator system	• Progress on workplan on RC talent management • Improvement in balance, diversity and size of RC candidates pool and appointments **Planned results** • Assess implementation of the talent management initiative's action plan	• Number of candidates applying to RC positions noticeably declined up until mid-2009 (see report of the Secretary-General on the RC system (E/2011/86)) • UNDG is leading a review of learning and competency development opportunities available to RC and UNCT representatives to continue with the purpose of developing relevant training; a visioning exercise was conducted with RCs and other key stakeholders to take stock of strengths and challenges, including the need to integrate responsibilities of RCs with those related to humanitarian coordination, security management, and promotion of women in leadership positions; a framework of action to be reviewed by UNDG was prepared as a result with short-, medium- and longer-term goals to strengthen leadership development • UNDG also worked with the Consensus Building Institute to draw up a compendium of learning opportunities and resources for RCs and UNCTs to strengthen political skills and acumen; fellowship opportunities will be made available to RCs

				• On behalf of UNDG, UNSSC conducted four leadership and coordination skills workshops for UNCTs • UNDG prepared an orientation package to address gaps in the orientation that the United Nations system provides to RCs when taking up new assignments • UNDG is finalizing a handbook for RCs/HCs/ resident representatives/ designated officials
Direction IV.A-7 Paragraph 102 of resolution 62/208	**Action IV.A-7** CEB/HLCM to decide on approach to introduce a harmonized senior/high-level staff selection process, building on inter-agency experience with selection of resident coordinators	**Target IV.A-7** By end 2009, harmonized recruitment process for senior officials with wider pool of candidates, and improved transparency and competitiveness considering improved balance in gender and geographical distribution	**Performance indicators** UNDG inter-agency talent management initiative as input to CEB/HLCM on selection process (2009) **Planned results** • An effective and efficient recruitment process for senior level positions	• Agreement on this subject not yet reached among human resources directors of the United Nations system organizations; discussions will resume in the 2011 summary session of the Human Resources Network, as part of the discussion on harmonized business practices
Direction IV.A-8 Paragraphs 97 and 98 of resolution 62/208, and ECOSOC resolution 2008/2	**Action IV.A-8** (a) The executive heads of the funds and programmes, when submitting planning documents and reports to their respective boards, to establish references to implementation of relevant provisions of resolution 62/208	**Target IV.A-8** (a) Strategic planning documents and corresponding progress reports of funds and programmes are systematically linked to the triennial comprehensive policy review resolutions (b) Report by the Secretary-General to the General	**Performance indicators** • References to General Assembly resolution 62/208 in planning and reporting documents of funds and programmes **Planned results** • UNDP, UNFPA, UNICEF and WFP reports to their respective boards and to the Economic and Social	• UNDP, UNFPA, UNICEF and WFP submit annual reports to their respective executive boards on the implementation of resolution 62/208, which reflect key areas of the review; FAO, IFAD, UNIDO, UNESCO and WHO have also submitted similar reports to their governing bodies

	(b) Consultations with funds and programmes on cycle review; analytical work on implications of cycle change	Assembly at its sixty-third session	Council provide information on the implementation of General Assembly resolution 62/208 • UNDP and UNFPA, in consultation with UNICEF, prepared a paper for the executive board with options for ways to improve and rationalize their reporting, taking into account relevant Economic and Social Council resolutions	• UNDP, UNFPA, UNICEF and WFP have aligned their strategic planning cycles with the quadrennial comprehensive policy reviews. UNIDO and UNESCO will align future cycles • Paper on rationalization of reporting presented at the first regular session of the UNDP/UNFPA Executive Board in 2011
Direction IV.A-9 Paragraph 100 of resolution 62/208	**Action IV.A-9** CEB to develop approaches and measures for enhancing cooperation, collaboration and coordination with the Bretton Woods institutions aimed at greater synergy, alignment and harmonization in strategic frameworks and programming processes under national leadership	**Target IV.A-9** United Nations/World Bank agreements on enhancing country level coordination and cooperative approaches/ modalities in country programming	**Performance indicators** • Agreements between the United Nations and the World Bank on the use of common approaches and instruments/tools for country cooperation **Planned results** • Implementation of the United Nations/World Bank partnership note and UNDG/ World Bank operational annex and development of operational protocol to institutional arrangements in post-crisis settings • Establishment of high-level headquarters-based country-specific mechanisms • Progress in the discussion on predictable support in priority thematic areas in accordance with the report of the Secretary-General on peacebuilding (A/64/866-S/2010/386)	• See III.D-2 and III.D-3 on implementation of the partnership

Direction IV.A-10	Action IV.A-10	Target IV.A-10	Performance indicators/ planned result	
Paragraph 101 of resolution 62/208	(a) Monitor and assess the progress in implementation of the 2007 UNDG NRA implementation plan with a view to full implementation (b) United Nations development organizations and resident coordinators to pursue further initiatives to enhance and promote relevant participation of non-resident and specialized agencies in country programming processes (see also action I.5)	(a) Increased and expanded participation of the United Nations development system agencies, including non-resident and specialized agencies, in country programming processes, as requested by national Governments (b) Appropriate representation arrangements agreed by United Nations development organizations with resident coordinators at the country level	See direction I.5	• The 14 national coordination analyses supported by UNDP on a pilot basis in 2008-2010 have been discontinued • The implementation of the UNDG plan to improve participation of NRAs in operational activities is not monitored • The regional UNDG has been expanded to include all United Nations agencies working in each region, including specialized agencies and NRAs; this, combined with additional responsibilities delegated to the regional UNDG, strengthens the connection between these agencies and the RC in reporting key issues affecting the region
Direction IV.A-11 Paragraph 103 of resolution 62/208	**Action IV.A-11** (a) UNDG to develop further guidance to resident coordinators and UNCTs on UNCT engagement in changing aid environment (b) Resident coordinators and UNCTs to engage in dialogue with national Governments on United Nations system participation in	**Target IV.A-11** United Nations development system participation ex officio in sector-wide approaches and other programme-based approaches, and in coordination mechanisms in programme countries as requested by national Governments	**Performance indicators** • Progress in development of UNDG guidance note on UNCT engagement in a changing aid environment • Number of UNCTs participating in programme-based approaches **Planned results** • Reference guide developed to support UNCTs in delivering development	• UNDG reference guide for better aid for development effectiveness developed (see direction III.A-5) • In 2009, 55 UNCTs (up from 53 in 2008) reported participating in 154 programme-based approaches, primarily in the health (44), education (41) and agricultural (23) sectors

	cooperation and or partnerships within sector-wide approaches, direct budget support and other programme-based country cooperation in accordance with respective mandates of UNCT members		assistance more effectively (fourth quarter 2010)	
Key result area **Section IV.B: Regional dimensions**				
Policy directions	*Actions*	*Targets/benchmarks/ time frames*	*Performance indicators and planned results (March 2009-March 2010)*	*Progress*
Direction IV.B-1 Paragraphs 107-110 of resolution 62/208	**Action IV.B-1** (a) CEB to take up regional dimensions of system-wide coordination on the basis of a CEB mapping exercise (b) Regional UNDG teams to develop clear annual workplans in providing coherent technical support to and oversight of resident coordinators and UNCTs, including increased collaboration with regional commissions in the CCA/UNDAF processes, as appropriate (c) Regional commissions and other United Nations regional offices to strengthen their regional cooperation through regional coordination	**Target IV.B-1** (a) Regional UNDG teams have well-defined roles, including effective, inclusive and efficient modalities of coordination, reflected in annual workplans; membership is linked to key functions (b) Increased participation of regional commissions in country-level analytical work, including common country assessments (c) Clear plans for increased joint initiatives/ collaboration among regional United Nations and non-United Nations entities	**Performance indicators** • Increased engagement of regional commissions in the CCA/UNDAF process • Enhanced cooperation of regional UNDG teams and regional coordination mechanisms • Enhanced cooperation between HLCP and regional coordination mechanisms **Planned results** • Further strengthened coordination between RCMs led by the regional commissions and RDTs • Increased participation of regional commissions in CCA/UNDAF processes • Strengthened cooperation/ joint initiatives between	• The number of UNDG agencies participating in RDTs increased to 15 • Enhanced interaction between RCMs and RDTs was achieved through back-to-back meetings and active participation in each others' meetings and analytical products for the achievement of the MDGs • Joint RDT/RCM regional MDG reports produced for the annual ministerial review of the Economic and Social Council in 2010 and the MDG Summit • Increased participation of regional commissions in CCA/UNDAF processes in areas such as disaster risk reduction, food security,

	mechanisms and increase cooperation with non-United Nations organizations and regional development banks through joint activities and/ or co-financing		United Nations regional entities and non-United Nations regional organizations • Enhanced cooperation between HCLP and RCMs	sustainable development, statistics and other areas having subregional and regional implications • Joint analytical products between United Nations and non-United Nations regional entities in areas related to IADGs/MDGs and capacity development; for example, ESCAP, the Asian Development Bank and UNDP, launched a joint MDG report in 2009/2010
Key result area **Section IV.C: Transaction costs and efficiency**				
Policy directions	*Actions*	*Targets/benchmarks/ time frames*	*Performance indicators and planned results (March 2010-March 2011)*	*Progress*
Direction IV.C-1 Paragraph 112 of resolution 62/208	**Action IV.C-1** Executive heads to present reports to governing bodies assessing progress in the area of simplification and harmonization	**Target IV.C-1** (a) Conference room paper submitted to the Economic and Social Council in 2008 (b) Annual report to the Economic and Social Council starting in 2009	**Performance indicators** • Increased reporting to governing bodies on progress towards simplification and harmonization **Planned results** • Report of the Secretary-General to the Economic and Social Council on actions taken by the governing bodies of UNDP/UNFPA, UNICEF and WFP on simplification and harmonization	• In January 2009, the joint meetings of the executive boards of UNDP/UNFPA, UNICEF and WFP assessed harmonization among the United Nations funds and programmes: business practices • UNDP, UNFPA, UNICEF, WFP and UNIDO submit annual reports on implementation of the TCPR and related matters, including simplification and harmonization, through their respective governing bodies, to the Economic and Social Council

				• IFAD presented a status report on the common procurement team of FAO, IFAD and WFP to its Executive Board in December 2010 • Report of the Secretary-General (E/2011/88)
Direction IV.C-2 Paragraph 119 of resolution 62/208	**Action IV.C-2** (a) Increase use of national public and private systems for support services, including for procurement, security, information technology, telecommunications, travel and banking (see para. 119), using HACT as entry point where appropriate (b) Avoid or significantly reduce the use of parallel project implementation units	**Target IV.C-2** (a) Programme countries are assisted in analysing national systems and preparing a plan to bring them to international standards (b) The use of parallel implementation units is reduced on a year-on-year basis	**Performance indicators** • Increase in use of national financial and procurement systems • Country roll-out of HACT; country assessments conducted under HACT • Reduced number of parallel implementation units **Planned results** • Establishment of UNDG HACT advisory committee and workplan on HACT, following UNDG/HLCM implementation plan • Regional UNDAF planning workshops organized in cooperation with UNDG/DOCO, HLCM and UNSSC for 32 roll-out countries to address comprehensively issues of harmonized business practices, transaction costs and common services	• 19 (23 per cent) of 84 out of 136 countries that provided data as of July 2010 reported being fully HACT compliant, while 13 reported HACT was not applicable as in those countries there is no cash transfer to partners • 83 (61 per cent) out of 136 countries reported conducting macroassessment, whereas 47 (35 per cent) reported conducting microassessments under HACT • Joint high-level UNDG/HLCM mission on harmonization of business practices in Mozambique, Malawi, Viet Nam and Albania (March-April 2010) to identify critical areas to improve and harmonize business practices; a UNDG/HLCM implementation plan followed • A global assessment of HACT application was launched by the HACT advisory committee

					• UNDG developed a guidance note and training material on implementation of common services aiming at reducing transaction costs and using the private sector (outsourcing) for support services, where feasible • UNDG, through DOCO and UNSSC, conducted three regional training programmes on common services in 2010 covering 80 countries • UNDG is developing an accountability framework for the implementation of measures to reduce costs through HACT, common services or outsourcing of support services • Agency initiatives: UNIDO agreed to pilot HACT in Delivering as One pilot countries, whenever applicable, and in line with its established policies; IFAD, FAO and WFP established a common procurement team to streamline administrative procedures and where appropriate share administrative services; FAO adopted HACT on a pilot basis in Delivering as One countries participating in UN-REDD; HACT was the preferred method of fund disbursement for WHO in 68 out of 70 countries; UNICEF is HACT compliant in 80

				countries and using the funding authorization and certificate of expenditures (FACE) form with all partners
Direction IV.C-3 Paragraph 121 of resolution 62/208 and paragraph 44 of Economic and Social Council resolution 2009/1	**Action IV.C-3** (a) United Nations funds, programmes and specialized agencies to explore sources of financing to support the implementation of the CEB Plan of Action for the Harmonization of Business Practices, including discussion of budget allocation by the respective governing bodies (b) Continue and further develop CEB Plan of Action for the Harmonization of Business Practices, including in the areas of: *Finance and audit* • Adoption of IPSAS (see para. 121) • Standardization of audit definitions and ratings (see para. 121) HLCM to review feasibility and possible mechanisms for standardization of audit definitions and ratings within the broader context	**Target IV.C-3** (a) HLCM plan launched and progressively implemented according to the Plan of Action for harmonization of relevant processes in the areas of human resources management, financial management, knowledge and information sharing, information and communications technology and procurement (b) Sources of financing support for implementation of the Plan of Action identified with governing bodies; discussed in CEB (c) IPSAS adopted system-wide by 2010 (d) Financial regulations and rules, policies and procedures harmonized among the United Nations system funds and programmes and the United Nations Secretariat (December 2009), to be progressively extended to specialized agencies	**Performance indicators** • Status of harmonization of financial policies and procedures • Number of agencies implementing the United Nations system common ICT directory project • Projects implemented in accordance with the CEB Plan of Action • Financing and resources mobilized to support the implementation of the CEB Plan of Action **Planned results** • IPSAS adopted by at least 8 more organizations for their 2010 financial statements • Policy framework on vendor eligibility rolled out • Study on common treasury services to be completed (second quarter 2011) • Common mechanism to calculate ICT costs established • Comparative analysis and review of human resources	• Joint UNDG/HLCM implementation plan on harmonization of business practices launched in 2010 • The CEB Plan of Action received approximately $10.5 million in bilateral donations from New Zealand, the United Kingdom of Great Britain and Northern Ireland, Norway, Sweden and the Netherlands by early 2011; its projects are being implemented by the relevant HLCM networks and UNDG working groups as an integral part of their work • Implementation of the CEB Plan of Action (see the report of the Secretary-General on simplification and harmonization of the United Nations development system (E/2011/88))

	of internal control and risk management frameworks *Operations and administration* • Enterprise resource planning systems, administration, procurement, security, information technology, telecommunications, travel and banking *Human resources management* (c) Identify critical operational policies, procedures and practices that prevent United Nations entities from working efficiently together at the country level and take action on the ones identified as possible quick wins, including by identifying lessons learned based on programme country pilots	(e) ICT common directory piloted (2008) and cost-benefit assessed (2009) (f) Three to five operational processes in each key area identified and resolved by the end-2009	management policies and practices completed (second quarter 2011) See direction II.4 on financial reporting	
Direction IV.C-4 Paragraphs 118 and 120 of resolution 62/208	**Action IV.C-4** (a) Rationalize country presence through common premises and co-location, implement the joint office model and expand common shared support services and business units, where appropriate (see para. 120)	**Target IV.C-4** (a) All UNCTs identified priorities for reducing overhead and transaction costs (b) Action plan for radical simplification of business processes and provision of shared support services in countries with small	**Performance indicators** Number of common premises and common services projects implemented **Planned results** • Accountability framework launched for UNCTs to implement common services, outsourcing of support services and	• More than 80 UNCTs trained on common services in 2010 and integrated regional UNDAF planning workshops ongoing • 59 United Nations common premises established in 2010-2011

	(b) Assess and revise ongoing efforts to rationalize physical presence and support services in various types of country situations (c) Conduct country activities jointly, for example, joint missions, analytical work, evaluations (see para. 118)	United Nations presence is agreed by end-2009	reduction of transaction costs • Integrated regional UNDAF planning workshops for 32 roll-out countries include training for implementation of common services and quantification and reduction of transaction costs	
Direction IV.C-5 Paragraph 114 of resolution 62/208	**Action IV.C-5** See IV.A-5	**Target IV.C-5**	**Performance indicators**	

Direction IV.C-6
Paragraph 116 of resolution 62/208
	Action IV.C-6
	See action II.2
	Further standardize and harmonize the concepts, practices and cost classifications related to transaction costs and cost recovery (see para. 17)
		Target IV.C-6
		Proposal developed on harmonized cost-recovery approaches (for approval by relevant governing boards)
			Performance indicators
			• Status of cost-recovery policies with regard to charging direct costs at country level
			Planned results
			• Challenges for harmonization of cost-recovery policies identified and consensus reached on inter-agency application of harmonized cost-recovery policies
				• A UNDG study aimed at harmonizing cost-recovery policies at the country level finalized and launched in November 2010; the study concluded that no single methodology is available to calculate transaction costs
				• UNDG/HLCM Working Group on Cost Recovery Policy decided:
				  • In the short term, each agency remains accountable for the interpretation of United Nations principles and modalities of cost recovery
				  • The current memorandum of understanding on multi-

				donor trust funds and joint programmes with respect to cost recovery remains operative • There is a good case for recovery of additional indirect costs directly from non-core funded projects across some specialized agencies • A task force of specialized agencies will work on a common understanding of cost recovery harmonization • A joint study by United Nations specialized agencies and funds and programmes exploring further harmonization of direct costing practices in the field recommended agreements on cost definitions and classifications • In accordance with executive board decisions, UNDP, UNICEF and UNFPA are working on harmonizing budgeting/cost classification terminologies towards an integrated budget by 2014 • Some United Nations agencies (UNDP, WFP and WHO) are currently reviewing their cost-recovery practices

Direction IV.C-7	Action IV.C-7	Target IV.C-7	Performance indicators	
Paragraph 122 of resolution 62/208 and paragraph 48 of Economic and Social Council resolution 2009/1	See relevant portion of management plan above (see also action IV.C-1) (a) The feasibility of submitting a fuller version of this programme of work, especially with the requested detail and within the indicated deadline, will depend on the actual time frame for the launch, funding and implementation of the CEB Plan of Action for the Harmonization of Business Practices, which is still to be determined at this stage (b) Information on the Plan of Action and updates on implementation, including costs and possible savings are made available/ accessible	(a) Rolling United Nations system workplan on simplification and harmonization presented to the Economic and Social Council by 2010 (b) UNDG/HLCM workplan on joint initiatives on quick wins ready by end-2008 (c) Online information on the CEB Plan of Action for the Harmonization of Business Practices made operational by the CEB secretariat in 2010	• Status of UNDG and HLCM workplans • Status of online information available on the CEB Plan of Action **Planned results** • Implementation of UNDG/HLCM implementation plan through UNDG working groups and HLCM networks	• UNDG/HLCM implementation plan in all areas relating to the harmonization of business practices launched in 2010 and integrated in the work programmes of UNDG working groups and HLCM networks • The CEB website section on the harmonization of business practices is updated after each HLCM session See direction IV.C-3

Key result area **Section IV.D: Country-level capacity of the United Nations system**				
Policy directions	*Actions*	*Targets/benchmarks/ time frames*	*Performance indicators and planned results (March 2009-March 2010)*	*Progress*
Direction IV.D-1 Paragraphs 124 and 125 of resolution 62/208	**Action IV.D-1** (a) As part of UNDAF preparations, UNCTs to assess capacity available to them (in country, from regional support units and from Headquarters, among others) to implement UNDAF; outcome of capacity assessment to be discussed as part of an inter-agency high-level review as a basis for development of long-term human resources strategies to equip the United Nations with necessary staff skills (b) Further development/ improvement of staff performance appraisal system, including for resident coordinators	**Target IV.D-1** (a) Gap analysis of the human resources capacity completed in countries volunteering to do so by end-2009 (b) Long-term human resources strategies developed by 2009, including improvements in performance appraisal system (c) Secretary-General submits report to the Economic and Social Council in 2009	**Performance indicators** • Capacity assessment conducted in pilot countries • Strengthened performance appraisal system for RCs/UNCTs **Planned results** • Monitoring global roll-out of second generation One80 competency development tool for RCs and UNCTs and resolution of any emerging issues (2010-2011) • Strengthening support to regional UNDG teams in managing RC/UNCT performance • Strengthening of RC/HC and UNCT performance appraisal system (first quarter 2010) • Improved staff performance appraisal system by individual agencies (ongoing)	• UNCTs in seven Delivering as One pilot countries (Albania, Mozambique, Pakistan, Rwanda, United Republic of Tanzania, Viet Nam and Botswana) conducted capacity assessments in 2009 and 2010 • One80 RC/UNCT competency development tool used for performance assessment by mid-2010; over 1,400 RCs and UNCT members and over 100 UNCTs assessed to strengthen their performance and mutual accountability for development results; tailored coaching provided to RCs/UNCTs as a result • Overall RC/UNCT performance appraisal system successfully completed its 2009 cycle in mid-2010; for 2010/11, the system interface for country offices is online as in 2009, streamlined with existing reporting tools and mechanisms • A second generation of the One80 competency development tool for RCs,

				HCs and designated officials and UNCT appraisal developed in 2010 • Incremental progress being made to include responsibilities towards RC and UNCT in individual agency performance appraisal systems, e.g. UNFPA, UNIDO and ILO
Direction IV.D-2 Paragraph 126 of resolution 62/208	**Action IV.D-2** (a) UNSSC, in coordination with HLCM, to develop senior staff capacities through leadership development programme (b) Intensify the effort by CEB/HLCM towards harmonized United Nations system-wide human resources policy	**Target IV.D-2** (a) Increased investment by United Nations organizations in training; increase in system-wide participation in UNSSC training courses (b) Full compliance with the inter-agency mobility accord and increase in the number of parties to the accord (see IV.C-3)	**Performance indicators** • Increased participation in UNSSC training courses • Increased investment by United Nations organizations in training; target of 2 per cent budget for staff development training (by the common system) • Inter-agency mobility accord implemented by signatories; increased number of parties to the accord **Planned results** • Increased number of UNSSC training courses for United Nations staff on UNDAF and for RCs and coordination officers on United Nations system • Harmonization of system-wide human resources policies in progress (second quarter of 11)	• In 2010, over 90 per cent of UNSSC courses targeted RCs/UNCTs • Thematic approach applied to the induction programme for RCs, including participation of United Nations agencies • Three UNSSC United Nations leaders' courses held in 2010 with the involvement of country-level staff • Some United Nations agencies (ILO, UNDP, UNIDO, WFP, WHO) met the target of dedicating 2 per cent of staff cost to staff training • UNDP and UNIDO joined 15 other organizations in adopting inter-agency mobility accord pending agreement on a common system-wide instrument • The International Civil Service Commission collaborates with CEB on

			• Improved senior UNCT and operational management team members knowledge and capacity to push for HBP at the country level	harmonizing United Nations system recruitment and performance management policies and procedures • HLCM and UNDG using UNSSC programme on UNDAF development to develop staff capacity for the harmonization of business practices (starting in March 2011)
Direction IV.D-3 Paragraph 128 of resolution 62/208	**Action IV.D-3** CEB to formulate a system-wide policy and strategy on knowledge management, ensuring full access by programme countries to available resources within the United Nations system	**Target IV.D-3** System-wide policies and strategy on knowledge management system in place by 2009	**Performance indicators** • CEB mechanisms develop jointly agreed policy template and strategic objectives for knowledge-sharing activities **Planned results** • The CEB system-wide policies and strategies on knowledge management implemented (fourth quarter of 2010) • UNDG one knowledge initiative implemented • Knowledge-sharing methodologies used to enhance impact and effectiveness of field-level activities	• In 2010, UNDG completed several activities to promote and support exchange of knowledge and expertise across the system: • Mapping of knowledge management practices and tools available within and across the system (20 organizations participated) • Two inter-agency knowledge fairs organized in Vienna and at the UNSSC to identify lessons learned and good practices to enhance the impact and effectiveness of field-level activities

Key result area **Section IV.E: Evaluation of operational activities for development**				
Policy directions	*Actions*	*Targets/benchmarks/ time frames*	*Performance indicators and planned results (March 2010-March 2011)*	*Progress*
Direction IV.E-1 Paragraphs 129 and 135 of resolution 62/208	**Action IV.E-1** (a) UNDAF processes to include measures to strengthen national evaluation capacities, where relevant (b) UNDAF evaluation guidelines to stress joint United Nations/ Government end-of-cycle evaluations	**Target IV.E-1** Programme countries supported by UNCTs in evaluation capacity development, where relevant, including through UNDAF evaluations with strong participation by national Governments	**Performance indicators** • CCA/UNDAF guidelines on monitoring and evaluation and UNDAF annual reviews refer to development of national evaluation capacity development • UNDAF evaluations conducted jointly by the United Nations development organizations/ UNCTs and Governments **Planned results** • Develop UNEG frequently asked questions (FAQs) on how to conduct a UNDAF evaluation to support UNCT evaluation skills (2011) • UNDAF evaluation database provides good practices and lessons learned	• UNDAF guidelines state that (a) UNDAF monitoring and evaluation should capitalize on existing national monitoring and evaluation systems, and strengthen national systems where required, avoiding excessive burden on partner countries with UNDAF-specific monitoring and evaluation requirements, and (b) the UNDAF annual review should build on national review mechanisms to build national evaluation capacity • UNEG FAQs on UNDAF evaluations issued in time for the 2011 regional workshops on UNDAF roll-out; guidelines on UNDAF evaluation to follow later in the year • UNDAF evaluation database established • UNDP Evaluation Office will collect information on UNDAF joint evaluations conducted with UNDP

Direction IV.E-2 Paragraph 131 of resolution 62/208	**Action IV.E-2** (a) UNDG, HLCP and HLCM to keep under review the impact on development arising from ongoing reform efforts (b) UNEG to establish a common framework, evaluation benchmarks, and approaches to assess United Nations system effectiveness and measure United Nations development impact based on paragraphs 7 and 134 of resolution 62/208	**Target IV.E-2** (a) Report of the Secretary-General on next comprehensive policy review (b) Framework, benchmarks and approaches for evaluation of United Nations system effectiveness and impact developed for adoption by HLCP/UNDG by 2009	**Performance indicators** • Progress in assessing United Nations development system effectiveness, including use of system-wide capacities • HLCP/UNDG progress in developing and adopting framework, benchmarks and approaches for evaluation of effectiveness and impact **Planned results** • The Secretary-General reports to the Economic and Social Council during the operational activities segment on assessed effectiveness of operational activities • Lessons learned from the independent evaluation of Delivering as One pilot countries shared with the General Assembly at its sixty-sixth session	• See reports of the Secretary-General for the operational activities segment • See IV.E-4
Direction IV.E-3 Paragraphs 132, 136 and 138 of resolution 62/208	**Action IV.E-3** (a) UNDAF evaluation guidelines updated to reflect focus on development results with emphasis on capacity development and effective use of results matrix in this regard (b) Pursue inter-agency collaboration in joint evaluations of UNDAFs wherever appropriate	**Target IV.E-3** (a) Evaluability of UNDAFs with focus on development results, especially joint results, ensured (b) UNDAF evaluation guidelines updated by end of 2008 (c) Evaluation policies and practices of all United Nations organizations are aligned with UNEG	**Performance indicators** • Improvements in evaluability of UNDAFs • Increase in joint UNDAF results evaluations • Agency self-assessments on their evaluation function indicating compliance with UNEG norms and standards • United Nations organizations adopting evaluation policies	• At the end of 2010, 59 countries had undertaken an UNDAF evaluation and 47 had conducted an annual review • UNEG is finalizing guidance to mainstream human rights and gender equality perspective in United Nations system evaluations • Some United Nations agencies adopted evaluation

	and feasible; ensure regional UNDG teams establish the necessary quality support and assurance mechanism for UNCTs (c) Adopt policies on evaluation consistent with UNEG norms and standards (for organizations that have not done so) (see para. 137) (d) United Nations development organizations to take steps towards establishing and/or strengthening distinct independent evaluation functions within their systems; HLCM to define approach to strengthen evaluation across the system	evaluation norms and standards by 2009 (d) Evaluation functions clearly defined within all United Nations development organizations and endorsed by their governing bodies (e) System-wide approach to strengthening evaluation	consistent with UNEG norms and standards **Planned results** • UNCTs conduct better UNDAF evaluations using the 2011 UNEG-DOCO FAQs on UNDAF evaluations and new UNDAF evaluation guidelines, including revised terms of reference and an evaluability review • New UNDG guidelines on UNDAF evaluation developed • Ensure that country programme evaluation teams include local consultants, as a way of building local capacity	policies consistent with UNEG norms and standards, e.g. UNIDO • The Secretary-General will submit a comprehensive review of the existing institutional framework for the system-wide evaluation of operational activities for development of the United Nations system to the General Assembly at its sixty-sixth session as mandated by the Assembly in resolution 64/289 See direction II.6 on results-based monitoring and reporting
Direction IV.E-4 Paragraph 139 of resolution 62/208	**Action IV.E-4** (a) Provide support to Governments and UNCTs of programme country pilots to exchange information on experiences and lessons learned and to draw guidance to the future evolution of the programme country pilots (b) UNEG to complete an evaluability study of the	**Target IV.E-4** (a) Exchange of experience and lessons learned among programme country pilots (b) Evaluability study completed by 2008/09 (c) Guidance provided by Member States on independent evaluation (d) Independent evaluation of "Delivering as One" completed by 2011/12	**Performance indicators** • Exchange of experiences and lessons learned from programme country pilots • Progress on conduct of evaluation of programme country pilots **Planned results** • Dissemination of findings and lessons learned from country-led evaluations conducted in Delivering as One pilot countries	• Third intergovernmental meeting on Delivering as One: lessons learned from country-led evaluations and the way forward, held in Viet Nam in June 2010 • Country-led evaluations in seven of the eight Delivering as One pilot countries and in one self-starter were completed at the end of 2010 with UNEG quality assurance support

	programme country pilots as requested by CEB (further guidance will be sought from Member States on the decision to conduct an independent evaluation)		• Dissemination of findings and lessons learned on country-level evaluation capacities from the independent evaluation of the Delivering as One initiative	• Independent evaluation of the Delivering as One initiative as mandated by the General Assembly in resolutions 62/208 and 64/289 will be conducted according to modalities proposed by the Secretary-General in his note of 21 May 2010; findings are expected to be available during the sixty-sixth session of the General Assembly
Focus area **Section V. Follow-up**				
Policy directions	*Actions*	*Targets/benchmarks/ time frames*	*Performance indicators and planned results (March 2010-March 2011)*	*Progress*
Direction V-1 Paragraphs 140, 141 and 142 of resolution 62/208 and paragraph 18 of Economic and Social Council resolution 2009/1	**Action V-1** (a) Conduct analytical work and consultations to prepare reports on management process and its implementation (b) Executive heads of United Nations system entities to submit yearly reports to their governing bodies on measures to implement resolution 62/208 (see para. 140) (c) United Nations funds and programmes to include in their annual reports to the Economic and Social Council information on their implementation of the triennial comprehensive policy review	**Target V-1** (a) Reports submitted to the Economic and Social Council on the management process for implementation of the triennial comprehensive policy review (2008) and follow-up reports (2009, 2010, 2011 and 2012) (b) Annual reports by funds and programmes to the Economic and Social Council include appropriate reflections on implementation of resolution 62/208	**Planned results** • Implementation of resolution 62/208 addressed in annual reports by executive heads to their governing bodies. • Report to the Economic and Social Council on the implementation of resolution 62/208	**Progress** See direction IV.A-8

Direction V-2	**Action V-2**	**Target V-2**	**Planned results**	
Paragraph 143 of resolution 62/208	Conduct analytical work and appropriate consultations to prepare the report	Reports to the Economic and Social Council and to the General Assembly at its sixty-seventh session, respectively	• Reports to the Economic and Social Council and the General Assembly based on solid analytical work and consultations and highlight issues for the quadrennial comprehensive policy review	• 2011 Reports of the Secretary-General to the Economic and Social Council on the implementation of resolution 62/208 and other mandated reports aim to prepare reporting for the next comprehensive policy review in 2012